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Analysis of Battlefield Function 20 (Direct and Lead Units in Execution of Battle) as Performed by a Digital Battalion Task Force

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14. ABSTRACT (Maximum 200 words): This report provides information concerning Battlefield Function (BF) 20, Direct and Lead Units in Execution of Battle, as performed by a battalion task force (Bn TF) which is digitally equipped. The components, or sections, of this analysis are products which can be used to support development of a training strategy for the Bn TF. This analysis identifies the critical tasks and supporting tasks undertaken by the Bn TF commander, his staff, and the subordinate/supporting commanders. The approach included revising and upgrading an existing Bn TF analysis, augmenting the analysis to incorporate processes associated with the digital enhancements currently available to the selected division, and conducting an external review.					
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ANALYSIS OF BATTLEFIELD FUNCTION 20 (DIRECT AND LEAD UNITS IN
EXECUTION OF BATTLE) AS PERFORMED BY A DIGITAL BATTALION TASK FORCE

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Overview

The digital battalion task force (Bn TF) under discussion here is the tank and mechanized infantry Bn TF that is equipped with automated command and control (C2) systems integrated with digital communications systems. Such systems have the potential of greatly enhancing agility and synchronization required by combined arms operations. That potential was studied through the Desert Hammer VI Advanced Warfighting Experiment (AWE) involving Rotation 94-07 at the National Training Center. The hypothesis of the experiment was that advanced electronics capable of moving information rapidly around the battlefield will result in significant increases in lethality, survivability, and tempo. The results showed major gains in tempo, for example, 30% increase in planning time for company/teams (Co/Tms) and platoons and more rapid decision making by commanders. But there was no corresponding improvement in battle outcomes. The results of AWE reinforced a common lesson: "We learned unequivocally that maneuver units must be expert in tactical fundamentals before the full impact of advanced information systems is realized!" (Maggart, 1994). Interviews with observer controllers after the AWE rotation resulted in two lessons learned related to integrating training on digital enhancements with training on tactical fundamentals (Quinkert & Black, 1994):

- Digital skills are "higher order" in nature, perish quickly, and require new training techniques.
- Future training strategies must provide for increased training to maintain skill proficiency.

The need to integrate training on digital systems with training on tactical fundamentals is reflected in comments by Quinkert and Black (1994) that "Task/Function Allocation" is a key consideration in the development of future training strategies for a digital environment. A substantial amount of support by the U.S. Army Research Institute for the Behavioral and Social Sciences has been directed at analyzing combat requirements to allocate tasks to functions as a basis for training effectiveness assessment and training development. Much of the recent support has been in the identification and analysis of battlefield functions (BFs). A battlefield function is defined as processes or activities occurring over time that must be performed to accomplish a mission(s) or supporting critical tasks. It provides task integration, combined arms interaction, and inter-battlefield operating system (BOS) linkages.¹ The function analyses (FAs) are conducted at a level of detail to support an approach to training that uses battlefield functions performed by units as the basis for training assessment and training development. The FAs identify the content and provide a detailed framework for such training.

The working structure for this approach is a set of 39 BFs that are relevant to echelons from battalion through corps operations. The initial analyses of 25 BFs addressed the maneuver Bn TF (Mullen, 1996). Several projects extended the analysis techniques to other echelons or unit types for selected BFs. The work that had the most impact on this project was performed under a project called "Innovative Tools and Techniques for Brigade and Below Staff Training (ITTBBST)," which addressed C2 functions at brigade and combat support (CS)/combat service

¹ The term "Battlefield Function (BF)" was designated by the U.S. Army Training and Doctrine Command (TRADOC) in September 1996 to replace "Critical Combat Function (CCF)". At the same time, the term was redefined. TRADOC also renamed "task analysis" (TA) to "function analysis" (FA).

support (CSS) battalion levels (Ford, Mullen, & Keesling, 1997). The ITTBST analyses extended procedures developed for two other applications. One application worked with brigade level operations in intelligence, mobility, and logistics functions (Bartkoski, Harrison, & Finley, 1998; Huffman & Finley, 1997; Jarrett, 1996). Another series of applications looked at fire support at brigade (McIlroy, Mullen, Dressel, & Moses, 1996), division (Fields, Mullen, & Moses, 1997), corps (Taylor, Mullen, & Moses, 1997), and joint task force (Fields, Taylor, Moore, Mullen, & Moses, 1997) echelons.

The extension work leading to ITTBST and the analyses within ITTBST added much more detail to the task lists and provided more thorough linkages to other analyses than had been included in the initial Bn TF analyses. When a panel of senior Army officers conducted an extensive review of the ITTBST analyses, representatives of proponent agencies were asked to recommend future emphases for BF analyses. One of the options was to revise the Bn TF analyses. The review panel recognized that revising the Bn TF analyses was desirable, and one officer identified it as the most urgent need (Ford et al., 1997).

Synchronization, the process of massing the effects of combat power at the specific place and time chosen by the commander, starts in the planning phase (BF 18) when the commander first visualizes and then articulates his intent and concept of the operation to his staff and subordinate/supporting commanders. Synchronization continues into the preparation phase (BF 19) with the rehearsals, other preparations for battle, and refinements of the original operations plan. In the execution phase of the battle, the commander makes timely decisions based upon the rapidly changing situation. He is at the center of multiple cycles of monitoring, planning, and directing as he and his Bn TF react to changes in mission, enemy, terrain, troops, and time (METT-T).

Synchronization of BFs provides commanders at tactical echelons with a definable outcome that materially effects the battle. Without this synchronization, it is doubtful that a commander's concept and intent will be achieved.

This overview provides the user with information concerning the analysis of BF 20, Direct and Lead Units in Execution of Battle, as performed by a Bn TF which is digitally equipped. This BF was selected on the grounds that digitization would increase the accuracy of the commander's visualization of the battlefield which, in turn, should lead to quicker and more accurate decisions during the execution of the battle. Further, since BF 20 is linked to all other BFs that cover the execution phase, the analysis had the added potential benefit of identifying fruitful subsequent applications of the FA methodology. The context for the analyses was the configuration of digital enhancements in the 1st Cavalry Division at Fort Hood. That configuration is distinct from the Experimental Force configuration of the 4th Infantry Division, also at Fort Hood.

The components, or sections, of this FA are products which can be used to support development of a training strategy for the Bn TF. The FA addresses the execution phase in the C2 BOS. The analysis reflects all the tasks, participants, products, and processes required to achieve the outcomes necessary for the commander to direct and lead his Bn TF during the execution phase of a battle.

The analysis identifies the critical tasks and supporting tasks undertaken by the Bn TF commander, his staff, and the subordinate/supporting commanders. It reflects the continuation of the activities undertaken in performing BF 18 (Plan for combat operations) and 19 (Direct and lead units during preparation for the battle), as well as those tasks unique to fighting the deep, close, and rear battles. For the purpose of the execution analysis, the function is depicted as beginning when the enemy or the Bn TF attacks and ends after the battle, when the Bn TF consolidates, reorganizes, and is prepared for the next mission.

The Bn TF commander must ensure that his staff and subordinate/supporting commanders provide him with information that allows him to update his estimate of the situation in the context of time-distance relationships and the capability to achieve the endstates envisioned as necessary to accomplish the Bn TF mission. He must use the systems that provide real-time information about the situation and focus on the desired endstates in spite of the intense tempo of the battle. He must winnow out information that may clutter his thought processes.

The military decision-making process (MDMP) outlined in the 1993 publication of Field Manual (FM) 101-5, Command and Control for Commanders and Staff "Draft," is the basis of the processes described in this function analysis. When this analysis was being developed, the Command and General Staff College, proponent for FM 101-5, Command and Control for Commanders and Staff, was in the process of rewriting the draft manual. This FA recognizes the decision by the Commanding General, Combined Arms Center, that there is only one MDMP and that commanders in the field will have to modify the single process based on situation constraints. The authors have coordinated continuously with the Command and General Staff College to ensure that the doctrine reflected in this analysis is accurate. However, information reflected in the recently published FM 101-5 (31 May 1997) may require modification of this analysis. The MDMP performed under time constraints has been addressed for each task. Although these procedures can be used under any planning circumstances, they most commonly would be used by the battalion TF commander and staff when time for planning is short (such as when faced with the need to issue a fragmentary order (FRAGO) during the battle). As will be seen, the portrayal of the performance of the MDMP under time constraints does not omit steps, but instead recommends procedures to reduce the time required to conduct planning.

One of the distinguishing features of this analysis is that it integrates information management procedures to take advantage of digital information systems. The currency of this analysis will be affected by changes to that technology (e.g., Appliqué).

Based on experience and intuition, the Bn TF commander assigns missions, prioritizes and allocates resources, selects the critical times and places to act, and decides when and how to make adjustments during the battle. Normally, during the battle he uses the MDMP in a time-constrained environment.

He plans for and rehearses actions for the eventuality that he or the tactical command post (TAC CP) become casualties or are out of contact, so that the Bn TF will continue the fight without interruption or loss of momentum. He and the staff also ensure that the Bn TF can quickly make the transition from the present battle into readiness for the next mission.

This analysis includes the leading and motivation of soldiers and units, both vital components of battle command. A characteristic of this analysis is the identification of tasks that

are performed in battlefield conditions of high stress, time constraints, and the rapidly changing situation coupled with the need to act faster than the enemy. Using the information systems available to him and his own observation, the Bn TF commander must be able to swiftly assess the situation based on a synthesis of information he has received, make quick, sound decisions, and rapidly disseminate those decisions to generate speed and efficiency relative to the tempo of the combat. He must be able to receive, evaluate, and learn from information received. He must communicate the information to be used in the planning process that modifies or changes his previous orders for the tasking of subordinate and supporting commanders to those who assist him. Once deciding on a course of action, he must direct and lead the Bn TF in the accomplishment of the mission. There is no universally appropriate single sequence of steps that leads to success. Battle command is tactical judgment and effective decision-making combined with leadership. The commander's ability to command and control is extended by tailoring the composition of the Bn TF command posts.

An effort was made to identify specific task titles taken directly from the appropriate Army Training and Evaluation Program - Mission Training Plans (ARTEP-MTP) for non-digital units. The wording of each task in this analysis is sometimes a direct quote from MTP. Generally, however, the wording of the tasks is an integration of tasks and requirements derived from ARTEP-MTPs, applicable FMs, and other related documents. Those tasks not taken from the ARTEP-MTPs are: a) derived titles that may apply only to a part of an ARTEP-MTP subtasks or some other element of the ARTEP-MTP; b) multiple subtasks from several different, but related, tasks; c) tasks that are not directly stated in the ARTEP-MTP, but are implied by other tasks or requirements in an applicable FM or other related document; d) tasks derived from Center for Army Lessons Learned publications; e) tasks developed during coordination visits with U.S. Army Training and Doctrine Command (TRADOC) proponent schools, Forces Command (FORSCOM) units, and the Combat Training Centers; or f) performance requirements considered necessary based on experience of the analyst.

The approach included two phases: (a) develop the revised FA and (b) conduct an external review.

Develop Revised FA

Development of the revised FA included two threads: (a) revise and upgrade the existing Bn TF analysis to reflect the improved procedures developed in doing the brigade level analyses, including those in ITTBST and (b) augment the analysis to incorporate processes associated with the digital enhancements currently available to the selected division.

Most of the developmental work addressed the task list component, or section, of the FA. The initial effort to upgrade that component was to identify command and control tasks that were covered in the analyses of the execution phase of other BFs. The intent of this effort was to enable the FA to represent the scope of command and control for BF 20 without cross reference to other BFs. Analysts reviewed the most recent version of each Bn TF FA and extracted supporting tasks that were related to the execution phase. Tasks were assigned either to the task list (typically tasks performed by members of the primary and support staff) or the task linkages to components of other BFs/units.

At the beginning of the analysis, the intent was to avoid reorganizing the task list except as needed to incorporate the digital systems. During the review and revision stages, however, that intent was abandoned and the analysis approach implemented for the ITTBST task list components was extended to BF 20 as performed by a digitized Bn TF. The major changes to the original approach include the following (Ford et al., 1997):

- Recognize that planning is continuous and must occur while the Bn TF is conducting current operations concurrent with the planning for future operations.
- Ensure consonance with the emerging MDMP.
- Increase coverage of commander tasks.
- Focus on commander and staff tasks required to continually update estimates, make decisions, and synchronize all BOS during execution.
- Identify staff tasks to describe the relationship among the battle staff to acquire, process, and apply information regardless of its source (i.e., digital or non-digital).

In addition to the task list, four components were modified to support the use of the FA in developing a training strategy. The purpose of the components and the type of changes implemented are described in Table 1.

Table 1

Other Components Developed for BF 20

Component	Purpose	Change from Bn TF
Overview	Establish context of analyses for commander or trainer.	Additional details on BF, highlight MDMP, and stress need for leadership.
Purpose and Outcomes	The end result to which the BF contributes (purpose) and end states of task performance needed to achieve the purpose (outcomes).	No change.
Task Linkages to Other BFs/Units	Tasks performed within other BFs or by other units that relate to BF 20; allow the user to incorporate related tasks into a training exercise for BF 20.	Additional detail on the relationships and describe linkages at the task level (rather than at the BF level).
Key Inputs and Outputs	Critical information required and generated by participants to accomplish the purpose and outcomes of BF 20.	Increased level of detail to support designing the conditions for training and assessing performance based on products.

In addition to the tasks included in the earlier analysis of BF 20 for the Bn TF and augmented with the more detailed ITTBST methods, analysts added tasks and supporting tasks

to reflect unique requirements to benefit from digital enhancements. These new tasks resulted from five requirements:

Emphasize accelerated reaction to information. Supporting tasks were modified, where appropriate, to identify when information comes from a digital source. Additional tasks were developed to describe procedures for the individual staff officers to evaluate the incoming information and to retransmit or highlight the critical elements for the commander's use.

Coordinate digital and non-digital communication means. The analysis includes two ways to coordinate digital and non-digital communication. The first type of coordination enables digital units to operate with non-digital higher, adjacent, and supporting units and with systems that do not yet have an interface. Several supporting tasks were added to represent swivel chair operations (methods and processes to work around digital systems that do not directly interface) and tethering (linking non-digital units with digital ones). The tasks are primarily within the purview of the "battle captain," who serves the role of an information manager within the Bn TF staff.

The second type of coordination accounts for limitations of current systems in terms of their capability to support simultaneous digital and voice communications. The analysis assumes that voice communications override digital reports and drive them into a queue until there is time for them to be downloaded. Under such conditions, the analysis calls for the TF to operate through digital systems until it makes contact with the enemy, then switch to interactive voice communication. Similarly, the analysis recommends switching to voice communications any time the pace of battle reaches the point where the Bn TF commander/S3 and Co/Tm commanders must communicate directly to manage the fight.

Include reaction to system failure. One thread of the analysis is that the Bn TF should avoid becoming dependent on digital systems, in part because the systems are subject to hardware failure and enemy action (e.g., virus). In addition to the precaution against excessive reliance, the analysis recommends procedures in response to failure in the digital networks.

Extend applications of digital systems. The analysis includes procedures to incorporate digital systems beyond the transfer of operational information. These applications include wargaming courses of action during the MDMP, conducting a "virtual dress rehearsal" of revised plans, and development of sector sketches and fire plans during consolidation and reorganization.

Conduct External Review

Because the analysis oriented on the configuration of the 1st Cavalry Division, project staff considered it imperative that members of the 1st Cavalry Division review the task list. The problem was that officers and non-commissioned officers who had direct experience with the digital systems were heavily committed to other activities. After several efforts to coordinate a review, the S3 of one of the division's brigades generously agreed to review the materials.

The brigade S3 review is included as Appendix A. The comments are generally positive, concluding that digitization is adequately integrated into the task list and endorsing the extended applications. The brigade S3 also recommended further clarification of MDMP, provided up-

dates on the status of systems, and recommended specific additions to staff responsibilities. As described in Appendix B, all of the recommendations were implemented.

A further external review was conducted with the same brigade's signal officer. That review provided further detail on communication systems available to the Bn TF commander and each staff officer and section. The brigade's executive officer has agreed to conduct an additional review of the task list as time allows during a deployment exercise to Korea.

Conclusion

The external reviews confirm that the BF structure is an effective mechanism for providing commanders and trainers with information they need to design training required to fulfill the potential of the digital systems. The major advantage is that the FA maintains the tactical context and protects against excessive reliance on technology.

The specific products, however, should be applied with caution. As discussed, the systems reflect one of several possible configurations. Since the technology is subject to dramatic sudden change, specific recommendations should be checked against the objective systems. Further, an ARTEP-MTP for the digital Bn TF has not yet been published. When such a document is available, the FA should be checked for consistency with the ARTEP-MTP.

Draft Analysis of BF 20: Task Linkages To Other BFs/Units

This list reflects tasks extracted from Bn TF Battlefield Function Analyses (BFAs) and the Amended Task Analyses (ATAs) for those Bn TF BFAs. When the ATAs were done, some additional task elements were identified and added to the task lists. The task number for these tasks is followed by an "N." If more than one additional task element was identified, the "N" will be followed by an additional number (e.g., 4N2, indicating the second additional task element added to Task 4). In addition, some tasks, or task elements, were identified that more appropriately belonged in the ATA for a different BF. The task number for these tasks is followed by a "Z." If more than one task element was moved to the task from another BF, the "Z" will be followed by an additional number (e.g., 35Z3, indicating the third task element moved to Task 35 from another BF ATA). The original BF and task number is shown in parentheses after the task text for documentation purposes.

The linking tasks have been reorganized according to the Bn TF Digital BF 20 major tasks. In most cases, these linking tasks appear as they are contained in the ATAs. In some cases, the linking tasks have been reworded for clarity and/or to include subtasks.

Task 1: Task force command posts (CP) acquire, evaluate, and communicate information.

Bn TF BF 2 - Collect Information

Task 1q: The S2 matches incoming intelligence against requirements.

Task 3d: Reconnaissance and surveillance (R&S) units identify and accurately report using size, activity, location, unit, time, and equipment (SALUTE) format.

Task 4b: All TF elements use the SALUTE format to report combat information.

Task 4e: Use is made of established means and procedures for communicating information.

Bn TF BF 3 - Process Information

Task 1: Screen and record information.

Task 1c: The S2 section maintains the intelligence data base.

Task 1N3: The S2 integrates intelligence products from adjacent headquarters and other external sources.

Task 2: Convert information to intelligence.

Task 3: Update intelligence products and prepare reports.

Bn TF BF 4 - Disseminate Intelligence

Task 1: Determine how intelligence will be disseminated.

Task 1a: Time sensitive, mission/task relevant combat information and intelligence is disseminated directly, preferably by voice or message.

Task 1Z: The S2 provides the TF staff with relevant, current threat situation. (BF 1, Task 1f)

Task 1g: The TF reconnaissance and surveillance elements disseminate intelligence on the TF command or TF operations and intelligence (O&I) net during critical periods of battle.

Task 2a: The S2 converts information into a useable format.

Task 3: Determine to whom the intelligence will be disseminated.

Task 4: Disseminate intelligence.

Task 4N1: The S2 informs key personnel about relevant, new information as it arrives.

Task 4Z: During the hasty planning process, S2 conducts an accelerated intelligence preparation of the battlefield (IPB) process to provide the commander intelligence which is timely and accurate. (BF 1, Task 9f)

Bn TF BF 5 - Conduct Tactical Movement

Task 35N1: All sightings of enemy and contact with enemy are reported immediately on TF command net.

Task 41: Maintain contact with adjacent units.

Bn TF BF 7 - Employ Mortars

Task 25: Units call for fire.

Task 25N1: Mortar platoon leader sends a firing location report to the tactical operations center (TOC) at least once every 24 hours or each time the platoon moves.

Task 26a: TF fire support officer (FSO)/fire support element (FSE) receives calls for fire.

Task 26N1: Mortar platoon leader keeps the TF commander informed on the platoon's status.

Task 27a: Units observing fires send battle damage assessment (BDA) to the mortar platoon fire direction center (FDC).

Task 27b: Mortar platoon FDC sends BDA to FSO/FSE S2.

Task 28a: Mortar platoon leader reports changes in ammunition and platoon status.

Bn TF BF 8 - Employ Field Artillery

Task 25a1): TF FSO/FSE maintains communications.

Task 25b: TF FSE monitors status of available supporting artillery assets under TF control.

Task 25Z: All Co/Tm FSOs and fire support teams (FISTs) are operational and have established communications. (BF 15, Task 14b)

Task 27a: TF FSE displaces with the TF main CP and maintains communications in order to process and control artillery fires.

Task 28b: TF FSE/FSO tracks enemy activities.

Task 28c: TF FSE and FSO monitor the battle and update the TF Commander and Main CP on the positions and activities of field artillery (FA) assets under TF control.

Task 30a: TF FSO operates forward with TF Command Group while FSE coordinates fires.

Task 30N1: Each FSO keeps his Commander informed of fire support.

Task 31a: TF FSE/FSO disseminates updated information.

Task 32a: Each FSO, during the accelerated decision making process, provides his Commander with guidance, recommendations, and information.

Task 32Z1: Subordinate units' FSOs refine and modify the units' target lists to support the TF FSO's accelerated fire support planning for the quick fire plan. (BF 15, Task 1a)

Task 32Z2: The TF FSO disseminates the target list and schedule to all appropriate fire support agencies. (BF 15, Task 1a2)

Task 34: FSO/FSE coordinates, executes, and controls artillery fire support.

Task 35: FSO provides assistance and recommendations on artillery fires.

Task 35b: TF FSO coordinates positive clearance of artillery fires.

Bn TF BF 9 - Employ Close Air Support

Task 27b1): Tactical air control party (TACP) establishes and maintains communications.

Task 29: TF executes close air support (CAS) mission.

Task 31a1): TACP is provided with current intelligence/information update.

Task 31a3): TACP confirms friendly troop location markings.

Task 32a: S2/S3 intelligence and combat information is disseminated.

Task 34: TACP controls CAS aircraft during execution.

Bn TF BF 15 - Coordinate, Synchronize, and Integrate Fire Support

Task 25b: TF FSO/FSE establishes communications with supporting and supported units to ensure it can process fire support missions and control fire support during mission execution.

Task 26b: TF FSE maintains communications to process and control fire support.

Task 27a: TF FSO tracks battlefield information to modify and refine the fire support plan when necessary.

Task 27c: The TF FSO/FSE provides updates to the TF commander and staff.

Task 28a: The TF FSO/FSE monitors employment of fire support.

Task 29a: TF FSO/FSE processes and coordinates fires.

Task 29b: TF FSE verifies that fires are massed and timed for maximum effect.

Task 29d: TF FSE tracks what the enemy is doing and the enemy's capability to continue the fight to execute fires as planned.

Task 30a: The TF FSO monitors and provides updates to TF Commander/S3 on artillery and mortars.

Task 30c: The air liaison officer (ALO) provides updates on the status and availability of CAS to TF FSO and S3.

Task 30e: The TF FSO/FSE keeps the brigade fire support coordinator (FSCOORD) and direct support (DS) artillery battalion S3 informed about the TF situation.

Task 31a1): TF FSO provides guidance, recommendations, and expertise on fire support to the TF commander during the decision making process.

Task 32c1): The TF FSO/FSE provide status reports on fire support assets.

Task 33: Execution of synchronized and integrated fire support.

Task 33a1): The TF FSO continuously coordinates to ensure fire support is available and responsive during the TF maneuver.

Task 33a2): The TF FSE, with guidance by the TF FSO, processes and coordinates the execution of fires as planned.

Task 33a2)f): TF FSO/FSE with TF S3, S3 Air, aviation liaison officer (LNO), and ALO, directs the execution of suppression of enemy air defenses (SEAD) fires in support of CAS and helicopters.

Task 33a4): The TF FSE coordinates with the Brigade FSO/FSE, DS FA battalion for attack of targets outside the TF sector.

Task 33c4)c): TF FSO/FSE ensure clearance of fires.

Task 34c4)c): Co/Tm FIST updates the TF FSE on the tactical situation and dispositions of supported maneuver forces.

Bn TF BF 16/17 - Take Active/Passive Air Defense Measures

Task 30: Upon receipt of enemy air attack warning, air attack warning is disseminated on both the early warning and command net.

Bn TF BF 21 - Overcome Obstacles

Task 49c9): Lane locations are recorded and reported by the breach force to Battalion.

Task 52a: Unit marks minefields.

Task 52b: Obstacles and barriers are reported.

Task 52N1: Minefields are reported.

Bn TF BF 23 - Provide Countermobility

Task 34N2: Units report gain/release of special equipment.

Task 35: Mark obstacles.

Task 36: Report obstacle status.

Bn TF BF 24 - Enhance Physical Protection

Task 44a2): Enemy NBC attack is detected, avoided, and reported.

Task 49b: Obstacles are reported.

Task 49N1: TF subordinate units inform soldiers of locations of hazards as a measure to neutralize or avoid passive battlefield hazards.

Bn TF BF 25 - Provide Operations Security

Task 16: TF command group and command posts monitor effectiveness of operations security (OPSEC) measures, supervise and direct execution of force protection operations/activities.

Task 18a: TF counter-reconnaissance force operates and reports in accordance with tactical standing operating procedures (TSOP).

Task 27: Execute counter-reconnaissance mission.

Bn TF BF 27 - Provide Nuclear, Biological, and Chemical (NBC) Defense (originally published as "Provide Decontamination")

Task 20a: All TF elements perform NBC monitoring/surveillance (continuous operations).

Task 20c: All TF elements report results of NBC monitoring/surveillance (continuous operations).

Task 20e: Specific area of contamination is identified and marked.

Bn TF BF 28 - Provide Transport Services

Task 26a: TF executive officer (XO) and S4 provides status and recommendations to the TF commander on the employment of transportation assets to support the battle.

Task 27a: Combat trains command post (CTCP) and field trains command post (FTCP) handle critical information.

Task 27b: CTCP and FTCP stay abreast of fighting forces' needs and provide updates on adequacy of transportation capabilities.

Task 28a: The S4 provides correct and current status on transportation operations to the TF S3, XO, and commander.

Task 28b: The CTCP and FTCP analyze requests for transportation support and provide recommendations to the TF Commander.

Task 29a: S4 initiates actions through CTCP and FTCP based on guidance from the TF Commander and XO.

Task 29b: The S4 and CSS staff in the CTCP and FTCP react to changing tactical situation.

Bn TF BF 29 - Conduct Supply Operations

Task 4a4: Co/Tm XO and first sergeant (1SG) provide reports on current supply status and requirements to CTCP.

Task 32: CTCP stays abreast of fighting forces' needs.

Task 32N1: CTCP personnel monitor TF command net to identify support requirements.

Task 34a: TF S4 monitors losses and informs the commander.

Task 34N1: TF S4 updates/reports the combat and supply status to TF main CP and Brigade rear CP.

Bn TF BF 30 - Provide Personnel Services

Task 16: S1 reports personnel status as required.

Task 16a: Co/Tms and task force aid station collect and report personnel status to the S1.

Task 16b: S1 updates the Command and Control Strength Reporting System (C2SRS).

Task 16f: S1 tracks evacuation of TF's soldiers.

Task 21d3: S1/S4 obtain personnel and equipment status from Co/Tm leaders.

Task 21N2: Personnel strength information collected as part of critical combat intelligence requirements (e.g., loss of key leaders) is immediately forwarded to the TF commander by the S1.

Bn TF BF 31 - Maintain Weapons Systems and Equipment

Task 24: Combat trains and unit maintenance collection point (UMCP) stay abreast of TF needs.

Task 24N1: CTCP personnel identify support requirements by monitoring TF command net.

Task 26: Maintain and report combat status.

Bn TF BF 33 - Treat and Evacuate Battlefield Casualties

Task 38: Track casualties.

Task 38d: Casualty feeder report (DD 1156) and witness statements (DD 1155) are prepared by leaders at squad level, assembled by 1SG, and forwarded to CTCP.

Task 2: Assess the situation, the TF commander visualizes the battlefield.

Bn TF BF 2 - Collect Information

Task 3d: R&S units identify enemy activity and accurately report using SALUTE format.

Bn TF BF 4 - Disseminate Intelligence

Task 1g: The TF reconnaissance and surveillance elements disseminate intelligence on the TF command or TF O&I net during critical periods of battle.

Bn TF BF 5 - Conduct Tactical Movement

Task 35N1: Subordinate units immediately report all sightings of enemy and contact with enemy on TF command net, using SALUTE report format.

Task 37a1): The TF S2 provides maneuver commanders and leaders a current intelligence summary immediately prior to crossing the line of departure/start point.

Task 41b: The Co/Tm maintains contact with adjacent units.

Task 44b4): Co/Tm commanders maintain knowledge of location of their Co/Tm in relation to rest of TF and keep platoon leaders informed.

Bn TF BF 6 - Engage the Enemy with Direct Fire and Maneuver

¹Task C21g1)c: The Co/Tm commander passing through the forward elements notifies the TF commander that he has accepted battle handover.

Task C21h: The Co/Tm commander updates his running estimate to incorporate changes to timing factors associated with the passage of lines and to incorporate plan changes resulting from the passage.

Task C22c7: The Co/Tm commander reports the Co/Tm situation at the attack position to the TF commander.

Task C22d3: The Co/Tm commander reports Co/Tm status and passage of the line of departure (LD) to the TF commander.

Task C23b: The Co/Tm provides intelligence and information to the TF during movement to contact.

Task C28f6: Co/Tm commander notifies TF commander of the Co/Tm plan, status, and requirements.

²Task S22a: TF Scout platoon maintains contact with the enemy and continues to provide enemy and terrain reports to the TF commander.

Bn TF BF 7 - Employ Mortars

Task 28a: Mortar platoon leader reports changes in ammunition and platoon status to TF commander.

Bn TF BF 8 - Employ Field Artillery

Task 28c: TF FSE and FSO update the TF commander and main CP on the positions and activities of FA assets under TF control.

Task 28N1: TF FSO informs commander of all significant events.

Task 32a: Each FSO, during the accelerated decision making process, provides his commander with guidance, recommendations, and information.

Task 32b: During the decision making process in a time constrained environment (accelerated decision making process), the TF FSO/FSE provides additional expertise to TF commander.

Task 35c: TF FSO anticipates changes dictated by the developing battle and provides recommendations to TF commander.

¹ "C" designates a Company or Company Team.

² "S" designates a Scout Platoon.

Task 35N1: TF FSO recommends changes to fire support plan to meet changes of situation created by enemy action or the failure of fires to achieve desired results.

Bn TF BF 9 - Employ Close Air Support

Task 34e: TF commander and staff are notified of the arrival of friendly air by the TACP.

Task 34r: TACP immediately disseminates pilot observations to commander.

Bn TF BF 15 - Coordinate, Synchronize, and Integrate Fire Support

Task 27c: The TF FSO/FSE provides updates to the TF commander/S3 and staff.

Task 27c3): The TF FSO/FSE describes and outlines the execution of the fire support plan, success and/or lack of success in terms of TF commander's intent for fires, and BDA.

Task 28N1: TF FSO provides timely guidance to the TF commander based on his analysis of the impact of changes in METT-T on the fire support plan.

Task 30d: The TF FSO provides battlefield intelligence updates to the TF commander and S3.

Task 30N1: Information relevant to the CCIR is quickly provided to the TF commander.

Task 31a1): TF FSO provides guidance, recommendations, and expertise on fire support to the TF commander during the decision making process.

Task 32c1): The TF FSO/FSE provides status reports on fire support assets to TF commander.

Task 33a: TF FSO/FSE disseminates updated fire support plan to TF commander.

Bn TF BF 28 - Provide Transportation Services

Task 26a: TF XO and S4 provide status and recommendations for the TF commander on the employment of transportation assets to support the battle.

Task 28a: The S4 provides correct and current status on transportation operations to the TF S3, XO, and commander.

Bn TF BF 29 - Conduct Supply Operations

Task 34a: TF S4 informs the commander of losses, combat status, and critical needs.

Bn TF BF 30 - Provide Personnel Services

Task 16d: S1 reports significant personnel concerns to XO, S3, or TF commander.

Task 21N2: S1 immediately forwards personnel strength information collected as part of critical combat intelligence requirements (e.g., loss of key leaders) to the TF commander.

Task 21N3: S1 reports significant changes to unit capabilities due to personnel losses and/or receipt of replacements to the TF commander.

Bn TF BF 31 - Maintain Weapons Systems and Equipment

Task 26a: CTCP continuously informs TF commander of unit status.

Task 26b1: CTCP staff updates TF commander and brigade CP on current and projected maintenance status for all units.

Task 3: TF commander directs changes to the operation or plan.

Bn TF BF 15 - Coordinate, Synchronize, and Integrate Fire Support

Task 28b: The TF FSO responds to changes in the TF commander's guidance and intent for fire support.

Task 28d1: TF Commander issues FRAGO with changes to missions/tasks for supporting fire support systems.

Bn TF BF 28 - Provide Transport Services

Task 29a: S4 initiates actions through CTCP and FTCP based on guidance from the TF commander and XO.

Task 4: TF commander directs and leads subordinate forces.

Bn TF BF 6 - Engage Enemy with Direct Fire and Maneuver

Task C22b3: The Co/Tm commander receives updated information and intelligence from the TF commander and staff.

Task C23f: On contact, the Co/Tm commander sends situation report to TF commander and receives orders.

Task C24a: Co/Tm commander assesses the tactical situation and updates his running estimate.

Task C24b: Co/Tm commander reviews his running estimate and the plan, and makes an assessment of what actions should be taken.

Task C24e: Co/Tm commander reports to the TF commander when the Co/Tm is ready to execute maneuvers.

Task C24f: Co/Tm commander directs execution/engages the enemy.

Task C24f9: Co/Tm commander sends spot reports (SPOTREPs) and situation updates to TF commander and requests assistance as required.

Task C25k6: The Co/Tm reports status to the TF commander.

Task C26a2: Co/Tm commander matches known enemy locations as reported by the TF Scouts and other Co/Tms with the situation template (SIT TEMP).

Task C26g: The Co/Tm commander updates his running estimate throughout the Co/Tm contact based on status reports from subordinate leaders, adjacent Co/Tms or Co/Tms in support, and TF CPs.

Task C27c1: Co/Tm commander assesses reports on the status of subordinate platoons to determine the Co/Tm's ability to take action.

Task C27c4: Co/Tm commander analyzes his plan to determine if it contains sufficient detail to implement. If so, Co/Tm commander revises the plan as required based on his running estimate and the tactical situation.

Task C27c5: Co/Tm commander informs the TF commander of any modifications to the Co/Tm plan.

Task C27i: Co/Tm commander and subordinate leaders coordinate with adjacent, supporting, and co-located units.

Task C28a1: Co/Tm commander monitors reports from TF assets to track progress and strength of enemy forces entering the TF sector or area of operations.

Task C28a2: Co/Tm commander updates enemy situation and event templates based on TF reports.

Task C28a3: Co/Tm commander monitors TF actions, reports, and responses to enemy.

Task C28a5: Co/Tm commander summarizes TF reports and intelligence updates; provides updates to subordinate platoons.

Task C28a7): Co/Tm observation posts (OPs) acquire the enemy and provide SALUTE reports to the Co/Tm commander.

Task C28d1): Co/Tm commander determines if the plan is still valid based on his visualization of the battlefield and enemy actions.

Task C28d4): Co/Tm commander provides updates to the TF commander on the Co/Tm situation.

Task C28e): Co/Tm commander directs platoons to occupy firing positions based on event criteria or as directed by the TF commander.

Task C28f6): Co/Tm commander appraises the TF commander about the tactical situation.

Task C28h): Co/Tm commander controls the battle.

Task C28h6): Co/Tm commander provides the TF commander and main CP updates about the Co/Tm situation and how the Co/Tm fight is affecting the enemy.

Task C29b): The Co/Tm commander receives information on friendly forces from the TF commander, S3, or CP.

Task C29b1): Co/Tm commander is alerted by the TF or brigade S2 of indicators of enemy activity.

Task C29b2)d): Co/Tm commander establishes communications with other CPs, units to be supported, units designated to support the Co/Tm, and/or units being attacked and coordinates.

Task C29b2)i): Co/Tm commander identifies requirements for additional support.

Task C29d7): Co/Tm commander requests additional support based on his assessment of the situation.

Task C31c): Co/Tm commander continuously collects information to maintain situational awareness about the TF and enemy.

Task C31c1): Co/Tm commander maintains contact with TF Commander/Command Group.

Task S22a): Scout platoon maintains contact with enemy forces and continues to provide enemy and terrain reports to the TF commander.

Task S23b): Scout platoon initiates fires against the enemy.

Task S23b3): Sections and OPs perform target handoff of moving enemy forces to subsequent OPs.

Task S23d5): Platoon leader provides updates to TF commander about platoon actions and enemy movement and activities.

Task 5: Task force command posts manage and maintain command, control, and communications; locate where they can control the battle; and reestablish command, control and communications functions after the loss of command post or commander.

Bn TF BF 2 - Collect Information

Task 4e: Use is made of established means and procedures to report and communicate intelligence information.

Bn TF BF 4 - Disseminate Intelligence

Task 1b: The S2 selects the means that best accomplishes the dissemination of intelligence.

Task 1c: The unit TSOP or operation order (OPORD) establishes procedures, prescribes radio nets, and sets standards for use of dissemination means.

Bn TF BF 5 - Conduct Tactical Movement

Task 41a2): The TF maintains communication with adjacent units.

Task 41b4): The Co/Tm maintains communication with adjacent units.

Bn TF BF 8 - Employ Field Artillery

Task 25a1): TF FSO/FSE maintains communications with subordinate FSO/FISTs, brigade FSE, and supporting FA units.

Task 27a: TF FSE displaces with the TF main CP and maintains communications in order to process and control artillery fires.

Task 30a2): FSO maintains communications with the FSE to coordinate fire support while operating forward with TF command group.

Bn TF BF 9 - Employ Close Air Support

Task 27b1): TACP establishes and maintains communications with TF FSO, TF air defense officer (ADO), and TF command group.

Task 34a: TACP establish communications with incoming CAS.

Bn TF BF 15 - Coordinate, Synchronize and Integrate Fire Support

Task 25b: TF FSO/FSE establishes communications with supporting and supported units to ensure it can process fire support missions and control fire support during mission execution.

Task 26b: TF FSE maintains communications to process and control fire support, with supporting units, supported units, and brigade FSE.

Task 26c: TF FSO and/or ALO position to maintain communication, observe the battlefield, and control fire support.

Task 6: Consolidation and reorganization.

Bn TF BF 6 - Engage Enemy with Direct Fire and Maneuver

Task C24i: Co/Tm commander updates his running estimate based on the Co/Tm status following the action.

Task C24j: Co/Tm consolidates positions and prepares to counter the next enemy action.

Task C28j: The Co/Tm conducts CSS operations during the battle.

Task C28k: Co/Tm commander assesses the battle and the Co/Tm status to determine if the plan is still valid.

Task C29d6: Co/Tm commander provides updates to the TF commander on Co/Tm status, positions, situations, and plans.

Task C32a: The Co/Tm consolidates on the objective.

Task C32b: The Co/Tm reorganizes on the objective.

Task C32b6: Co/Tm commander reports to the TF commander when the Co/Tm is prepared to execute follow-on missions; or provides an estimate on how much time the Co/Tm needs to complete preparation for the follow-on mission.

Task S24: Scout platoon consolidates and reorganizes.

Task S24a: Scout platoon coordinates with TF elements taking responsibility for scout positions and reports to TF commander/S3.

Task S24b: Scout platoon leader consolidates and reports platoon status.

Task S24d: Section leaders report status to the platoon leader.

Task S24e2): Scout platoon leader reports logistics and personnel status to TF CTCP.

Task S24j: Scout platoon leader reports platoon status to the TF commander when the platoon is ready to perform follow-on missions; or provides an estimate on how much time the platoon needs to complete preparation for the follow-on mission.

Bn TF BF 30 - Provide Personnel Services

Task 21d: S1 and personnel and administration center (PAC) reconstitute personnel functions and organizations.

Draft Analysis of BF 20: Key Inputs/Outputs

KEY INPUTS

- BDE-1** Division Commander's Intent from the Brigade Operations Order
- a) Purpose of the operation.
 - b) End state of the operation.
 - c) How the division will achieve the end state.
- BDE-2** Brigade Commander's Intent
- a) Purpose of the operation.
 - b) End state of the operation.
 - c) How the brigade will achieve the end state.
- BDE-3** Brigade Commander's Critical Information Requirements (CCIR)
- a) Situational dependent information.
 - b) Information specified by the commander.
- BDE-4** Brigade Battlefield Updates
Changes to Enemy and Friendly Situation:
- a) Intelligence, including products and information from all source analysis system (ASAS).
 - b) Maneuver, including digital information on the brigade maneuver control system (MCS).
 - c) Fire Support, including status from the automated field artillery tactical data system (AFATDS).
 - d) Mobility/Counter mobility/Survivability (M/CM/S).
 - e) NBC Defense.
 - f) Combat Service Support.
 - g) Command, Control and Communications.
 - h) Air Defense, including status from the forward area air defense command, control, communications, and intelligence (FAADC3I) system.
- BDE-3** Brigade Warning Orders (WARNOs)/FRAGOs
Changes to Brigade (Bde):
- a) Mission.
 - b) Task organization.
 - c) Scheme of maneuver.
 - d) Priorities.
- ADJ-1** Adjacent Unit Updates
Changes to Adjacent Unit's Situation Based on Direct Reports and Eavesdropping on FM Radio Sets:
- a) Intelligence.
 - b) Maneuver.
 - c) Fire Support.

- d) M/CM/S.
- e) NBC Defense.
- f) Combat Service Support.
- g) Command, Control and Communications.
- h) Air Defense.

TF-1

TF OPORD

- a) Task organization.
- b) Situation.
- c) Mission.
- d) Concept of the operation.
- e) Scheme of maneuver.
- f) Fire support.
- g) Sub-unit instructions.
- h) Coordinating instructions.
- i) Priorities.

TF-2

TF Battlefield Updates (All BOSSs)

Changes to Enemy and Friendly Situation Based on Digital and Voice Reports, Updated Operations Overlays, and Eavesdropping on FM Radio Sets:

- a) Intelligence.
- b) Maneuver, including digital reports via enhanced position location reporting system (EPLRS) and intervehicular information system (IVIS).
- c) Fire Support, including status of digital systems such as AFATDS.
- d) M/CM/S.
- e) NBC Defense.
- f) Combat Service Support, including automated medical evacuation (MEDEVAC) reports and logistical reports from MCS and combat service support control system (CSSCS).
- g) Command, Control and Communications.
- h) Air Defense, including status from the FAADC3I system.
- i) Report TF CCIR to Commander.

TF-3

TF CCIR

- a) Situational dependent information.
- b) Information specified by the commander.

TF-4

Tactical Standing Operating Procedures (TACSOP)

- a) Intelligence.
 - (1) SPOTREP procedures.
 - (2) SALUTE reports.
- b) Maneuver.
 - (1) Actions on contact.
 - (2) Formations.
 - (3) Battle play book.
 - (4) Format for battle update.
- c) Fire Support.

- (1) Sequence of fires.
- (2) Requesting of fires.
- (3) Requesting of CAS.
- (4) Target designation.
- (5) Target acquisition procedures.
- d) M/CM/S.
 - (1) Breach lane marking procedures--hasty and deliberate, mounted and dismounted lanes.
 - (2) Protective minefield and obstacles marking and recording procedures.
- e) CSS.
 - (1) Logistics status (LOGSTAT) contents and reporting procedures.
 - (2) Personnel status (PERSTAT) contents and reporting procedures.
- f) Command, Control and Communications.
 - (1) Attach/Detach procedures.
 - (2) Adjacent unit coordination procedures.
 - (3) OPOD, decision support template (DST), synchronization matrix and overlay contents, production, and distribution.
 - (4) Near and far recognition procedures.
 - (5) Target reference point (TRP) markings, day and night.
 - (6) Vehicle markings by unit, day and night.
 - (7) Rules of engagement.
 - (8) Succession of command procedures.
 - (9) SITREP reporting.
 - (10) Terrain index reference system (TIRS) numbering system.
- g) Air Defense early warning procedures.

KEY OUTPUTS

- | | |
|------|--|
| TF-5 | Battlefield Updates (No mission change)
Changes to Enemy and Friendly Situation:
a) Intelligence, including changes to the TF automated reconnaissance plan and enemy status on digital enemy SIT TEMP.
b) Maneuver, including digital overlays and reports to brigade MCS.
c) Fire Support, including digital fire support plan and overlay and AFATDS reports.
d) M/CM/S.
e) NBC Defense.
f) Combat Service Support, including entry of aggregated Co/Tm and platoon digital reports into the brigade CSSCS.
g) Command, Control and Communications, including updated command and control products (e.g., SITTEMP, DST) based on information from automated and conventional systems.
h) Air Defense, including required reports on the FAADC3I.
Report Brigade CCIR. |
| TF-6 | Digital or Verbal WARNOS/FRAGOs (Mission change/modification)
Changes to TF Order: |

- a) Situation.
- b) Mission.
- c) Execution.
- d) Service Support.
- e) Command and Signal.

TF-7 Commander's (CDR's) Decisions/Orders/Guidance (other than FRAGOs)

Draft Analysis of BF 20: Task List

The purpose of this component is to identify, organize, and list in logical sequence all of the tasks and subtasks necessary to perform this function. Normally, the primary participants responsible for performing the task are identified. The tasks were extracted from the appropriate doctrinal publications and sources. The specific sources of reference for each task and subtask are shown in brackets [] following the task.

In many instances, the wording of the task has been changed from the text found in the Army Training and Evaluation Program - Mission Training Plan (ARTEP-MTP) or Field Manual (FM) to add clarity, context, or meaning. The references allow the user to refer to the original source material for further detail and context, if desired.

For tasks selected from an ARTEP-MTP, the task number has been expanded with a slash (/) to identify the subtask and standard reflected in the ARTEP-MTP task. To illustrate: a task referenced as [ARTEP 71-3-MTP, 71-3-4001/4c] was derived from ARTEP 71-3-MTP, the Mission Training Plan for the Heavy Brigade Command Group and Staff, and identifies brigade S4 section task "71-3-4001, Conduct Logistical Planning," subtask "4," "Prepares plans and orders," standard or sub-element "c."

For tasks derived from an FM, the FM number and page number have been provided as a reference. For example, the reference for a task, "The brigade commander demonstrates understanding of mission and higher commander's intent during confirmation briefing to the division commander" would be [FM 101-5, p. 1-9].

In some cases, the analysis of the BF resulted in the identification of tasks for which no doctrinal references could be determined. Such tasks were selected based on author experience and a careful study of relevant doctrine. These tasks are referenced as author notes [AN].

Full references for all the source material are listed in the reference section.

1. Task force (TF) command posts (CPs) acquire, evaluate, and communicate information. (ARTEP 71-2-MTP, Task 71-1-3401, 3901/12/14, 3902/1/3, 3903/7/8, 3904/1/3/5/15, 3912, 3913; FM 71-2, Chap 2; FM 71-123, Chap 1; [AN])
 - a. TF headquarters (HQ) personnel use communication means available to them to receive and transmit information.
 - 1) TF Commander:
 - a) CP: CP communications equipment.
 - b) Command tracked vehicle: combat net radios (CNR); mobile subscriber radio telephone (MSRT); EPLRS.
 - c) Command wheeled vehicle: CNR; MSRT; EPLRS.
 - 2) TF XO:
 - a) CP: CP communications equipment.
 - b) Wheeled vehicle: CNR; MSRT.
 - 3) TF command sergeant major (CSM):
 - a) CP: CP communications equipment.
 - b) Wheeled vehicle: CNR; MSRT.
 - 4) S2 and S2 section: CNR.
 - 5) S3 and S3 section:
 - a) S3 wheeled vehicle: CNR; MSRT.
 - b) TOC: CNR; MSRT; EPLRS; digital non-secure voice telephone (DNVT) tactical satellite (TACSAT) terminal; MCS.
 - 6) Chemical officer (CMLO) and NBC section: CNR.
 - 7) FSO and FSE: CNR; AFATDS.
 - 8) ALO and TACP: CNR; United States Air Force (USAF) communications equipment.
 - 9) ADO: CNR; amplitude modulated (AM) radio.

- 10) Engineer: CNR; MSRT; EPLRS.
 - 11) TF signal officer: CNR.
 - 12) S1 and S1 section: CNR.
 - 13) S4 and S4 section:
 - a) S4 wheeled vehicle: CNR.
 - b) Administrative and logistics operations center: CNR; MSRT; EPLRS.
- b. TF HQ personnel monitor operations and acquire information.
- 1) TF primary and special staff and subordinate leaders collect information to satisfy the CCIR (essential elements of friendly information [EEFI], friendly force information requirements [FFIR], and priority intelligence requirements [PIR]), and other information important to accomplishing staff officers' responsibilities concerning the ongoing and future missions.
 - 2) TF commander collects information:
 - a) Guidance and direction from the brigade commander and S3.
 - b) Responses to TF CCIR.
 - c) Situation and status updates, and recommendations from subordinate commanders.
 - d) Situation and status updates, and recommendations from TF staff.
 - e) Personal observations.
 - 3) TF XO collects information.
 - a) Guidance and direction from the TF commander.
 - b) Guidance and direction from the brigade commander and S3.
 - c) Situation and status updates, and recommendations from subordinate elements' XOs or first sergeants (1SG).
 - d) Situation and status updates, and recommendations from the TF staff.
 - e) Personal observations.

- 4) TF CSM collects information:
 - a) Guidance and direction from the TF commander.
 - b) Situation and status updates, and recommendations from subordinate elements' commanders, XO's, and ISGs.
 - c) Situation and status updates from the TF staff.
 - d) Personal observations.
- 5) S2 and S2 section collect information.
 - a) Changes to CCIR and other guidance from TF commander.
 - b) Changes to other information requirements from members of staff.
 - c) Intelligence products and information from brigade and higher units using the ASAS.
 - (1) Intelligence summaries (INTSUM).
 - (2) Updates to the brigade R&S plan.
 - (3) Updates to the brigade intelligence estimate.
 - (4) Updates to the enemy digital overlays.
 - (5) Pertinent information and intelligence data by accessing and scanning digital databases.
 - (6) Updates to terrain products by accessing digital terrain databases.
 - d) Brigade and higher echelons' intelligence products and combat information on the MCS.
 - e) Responses to brigade requests for information (CCIR, PIR, and information requirements [IR]).
 - f) Reports from TF elements.
 - (1) Spot (SALUTE) reports relevant to TF's mission, the enemy, troops (activities and status), terrain and weather, time (adherence to schedules), and civilian considerations (METT-TC). Means:

- (a) Oral reports using radio or landlines.
 - (b) Digital reports (text or graphics) via EPLRS and IVIS.
- (2) Munition effects reports from TF FSO, ALO, other observers, and the mortar platoon FDC.
- (3) Counter-reconnaissance force reports.
- (4) Reconnaissance elements reports.
- g) METT-TC information by eavesdropping on FM radio nets.
- h) Information from other staff members.
- i) Battlefield information from TF "slice" elements, based on information they receive from their parent headquarters.
- j) Personal observations.
- 6) S3 and the S3 section collect information:
 - a) Guidance and direction from the TF commander.
 - b) TF FRAGOs sent orally and digitally.
 - c) Guidance and direction from the brigade CPs, from:
 - (1) FRAGOs.
 - (2) Oral or written guidance from the brigade commander, XO, or S3.
 - (3) TSOP reports.
 - d) Operations products from TF subordinate elements:
 - (1) Situation reports from Co/Tms and scout platoon.
 - (a) Current unit strength and equipment reports.
 - (b) Current enemy and friendly unit locations sent by EPLRS, other means.
 - (c) Digital and oral spot reports.

- (2) Updated automated operations overlays from Co/Tms and scout platoon (e.g., changes based on reconnaissance of their objectives).
- (3) Requests for resources, recommendations, or changes to operation plan (OPLAN).
- (4) Refinements to unit OPORDs.
- (5) Digital assessment of the situation from Co/Tm commanders; examples:
 - (a) Co/Tm status, positions, situations, and activity.
 - (b) Contact with the enemy, results.
 - (c) Co/Tm plans.
 - (d) Requirements for additional support.
 - (e) Times when Co/Tms will begin or complete movement.
 - (f) Times Co/Tms expect to meet and engage the enemy.
- (6) Scout platoon leader's digital reports and oral updates on:
 - (a) Enemy movement and activities.
 - (b) Platoon situation.
 - (c) Terrain.
- (7) Mortar platoon leader's reports on the platoon's status and disposition:
 - (a) Location.
 - (b) Activity.
 - (c) Range to planned targets.
 - (d) Communications available.
 - (e) Availability of tubes, carriers, and FDCs.

- (f) When platoon will be ready to fire if currently out of action.
 - (g) Ammunition status (e.g., type, quantity).
- e) Reports from the CMLO and NBC section:
 - (1) NBC reports based on reconnaissance of contaminated areas.
 - (2) Other information concerning obstacles or contaminated areas, particularly breaches and bypasses.
 - (3) NBC reports based on NBC employment to include nature of weapon and general area of contamination.
 - (4) Status of decontamination operations and sites.
- f) Information and recommendations from other staff members, examples:
 - (1) Updated intelligence estimate, IPB products.
 - (2) BDA calculated by the S2.
 - (3) Availability of fire support means from the FSO.
 - (4) Updates on the status and availability of CAS from the ALO/TACP.
 - (a) Locations (e.g., at initial point [IP], inbound to IP, minutes before available).
 - (b) Fuel remaining/time on station.
 - (c) Munitions.
 - (5) Battlefield intelligence and fire support updates from the TF FSO:
 - (a) Spot reports.
 - (b) Reports from fire support observers.
- g) METT-TC information through direct observation of operations.

- h) Information by eavesdropping on brigade and TF command nets and digital information on the brigade and TF MCS.
 - i) FRAGOs and situation reports from brigade.
 - j) Personal observations.
- 7) The operations center "battle captain" and operations section collect information:
- a) Guidance from TF commander, XO, or S3.
 - b) Orders and operational, intelligence, and logistical reports on the command, O&I, administrative/ logistics nets, MCS, and CSSCS in accordance with TF TSOP.
- 8) The FSO and FSE collect information.
- a) Guidance from the TF commander or S3.
 - b) Guidance and information from the brigade FSCOORD, FSO, or FSE.
 - c) Reports of all sightings of enemy and contact with enemy on TF command net.
 - d) Calls for fire and changes to target lists and fire plans from Co/Tms' FISTs.
 - e) Mortar platoon leader reports on the platoon's status and disposition:
 - (1) Location.
 - (2) Activity.
 - (3) Range to planned targets.
 - (4) Communications available.
 - (5) Availability of tubes and carriers/FDCs.
 - (6) When platoon will be ready to fire if out of action.
 - (7) Ammunition status (e.g., type, quantity).

- f) Munitions effects reports from forward observers (FOs) and/or the mortar platoon FDC, Co/Tms, FISTs, and Co/Tm commanders.
- g) Ammunition status (type and quantity of ammunition available) of supporting artillery units.
- h) Status of available supporting artillery assets from AFATDS:
 - (1) Firing systems available, both field artillery and other systems.
 - (2) Disposition and activities of artillery assets.
 - (3) Positioning of artillery assets.
 - (4) Status of field artillery (FA) digital systems (e.g., AFATDS).
 - (5) Changes to artillery targets.
 - (6) Changes to priorities of fire.
 - (7) Availability of DS artillery battalion's firing platoons for fire missions.
 - (8) Displacement of:
 - (a) Artillery batteries and platoons.
 - (b) Artillery radars.
 - (9) Displacement effects on ability to support the TF.
 - (10) Radar zones.
- i) Information relevant to identifying the flow of battle and the tactical situation.
 - (1) TF operations and artillery nets are monitored to track Co/Tms' situations.
 - (a) Locations.
 - (b) Dispositions.
 - (c) Activities.

- (2) Execution of fire support plan and requests for fire support:
- j) Enemy activities based on:
 - (1) Spot reports.
 - (2) Artillery fire requests.
- k) Updates on the status and availability of CAS from the ALO.
 - (1) Status of CAS requests.
 - (2) Status of ongoing CAS missions:
 - (a) Locations (e.g., at IP, inbound to IP, minutes before available).
 - (b) Fuel remaining/time on station.
 - (c) Munitions.
- l) Airspace coordination areas (ACAs) in effect.
- m) Effectiveness of fire support:
 - (1) Execution of the fire support execution matrix (FSEM).
 - (2) Target lists.
 - (3) Targets of opportunity.
 - (4) Artillery munitions effects reports.
- n) Brigade and TF FRAGOs with changes to missions/tasks for supporting fire support systems.
- o) Personal observations.
- 9) TF ALO and TACP collect information.
 - a) Guidance from the TF commander, XO, S3, or FSO.
 - b) Information from brigade ALO and division ALO concerning status of requests, friendly air activity.
 - c) Updated enemy situation and threat to aircraft from TF S2.

- (1) Enemy locations.
 - (2) Enemy activities.
 - (3) Enemy ADA locations.
 - (4) Enemy air activities.
- d) Current ACAs.
- e) Updated changes in the friendly situation from TF S3, particularly any locations that restrict CAS employment.
 - (1) Friendly locations.
 - (2) Friendly troop location markings.
 - (3) Friendly activities.
 - (4) ADA activities.
 - (5) Friendly fire missions (gun-target lines).
 - (6) SEAD.
 - (7) Other friendly air operations in the area of operations (AO).
- f) Pilot observations.
 - (1) Size of enemy forces.
 - (2) Enemy disposition.
 - (3) Type of enemy force.
 - (4) Enemy movement.
 - (5) Munition effects.
- g) Immediate CAS requests and other requirements in support of the TF commander's guidance.
- h) Personal observations.
- 10) TF ADO collects information.
 - a) Guidance from the TF commander, XO, or S3.

- b) Guidance from the ADA Bn commander or Bde ADO.
 - c) Air defense status, using the FAADC3I system.
 - d) Air warning net for changes in weapons control status.
 - e) Enemy air attack warnings from higher headquarters.
 - f) Changes to enemy air capabilities or air corridors based on information from TF S2 and Bde ADO.
 - g) Personal observations.
- 11) TF engineer or representative in the TF CP collects information.
- a) Guidance from the TF commander, XO, or S3.
 - b) Status of engineer missions:
 - (1) TF obstacle completion reports to include:
 - (a) Obstacle location and type.
 - (b) Obstacle dimensions.
 - (c) Bypass routes.
 - (d) Gaps and lanes.
 - (e) Hand-off of responsibility for security of obstacle from engineers to maneuver unit.
 - (2) Survivability positions completion reports.
 - (3) Other.
 - c) Status of engineer equipment (e.g., mine clearing line charges [MICLICs], bulldozers.)
 - d) Status of systems that can emplace family of scatterable mines (FASCAM) (e.g., FA, GATOR, VOLCANO).
 - e) Attachment and detachment of special equipment by subordinate units.
 - f) Information on detected enemy minefields and other obstacles:

- (1) Lane location reports from the breach force.
 - (2) Minefield reports from marking units.
 - (3) All information concerning obstacles or contaminated areas, particularly breaches and bypasses.
- g) Personal observations.
- 12) The S1 and S1 section collect personnel information:
 - a) Guidance from the TF commander or XO.
 - b) Guidance and information from brigade S1.
 - c) Unit personnel status reports.
 - d) Casualty feeder reports.
 - e) Automated MEDEVAC reports.
 - f) Personnel status from Co/Tms and task force aid station.
 - g) Status of evacuated soldiers.
 - (1) Location (battalion aid station, division clearing station, other).
 - (2) Condition of wounded and injured soldiers.
 - h) Location and status of TF and brigade combat team (BCT) aid station locations and ambulance exchange point (AXP) locations.
 - i) Personnel strength information as part of CCIR (e.g., loss of key leaders).
 - j) Reports on incoming replacements or personnel returning to duty.
 - k) Operations updates from the TOC.
 - l) Personal observations.
- 13) The S4 and S4 section collect logistics information:
 - a) Guidance from the TF commander or XO.

- b) Guidance and information from the brigade S4, FSB commander, or support operations officer.
- c) Digital system aggregates of Co/Tm and platoon CSS digital status reports for entry into the CSSCS at brigade.
- d) Equipment status from Co/Tms and battalion maintenance officer (BMO).
- e) Requests from TF elements for maintenance and recovery support.
- f) Reports from TF BMO or brigade S4 on new or repaired equipment.
- g) Requests from units for emergency resupply of Classes (CL) III, IV, and V.
- h) Routine support requests from TF elements.
- i) Enemy update information from S2, forward support battalion (FSB) S2/S3, and other sources:
 - (1) Enemy activity along supply routes, and in Bde and TF rear areas.
 - (2) Weather and road conditions.
 - (3) Mined or booby-trapped areas, portions of routes.
- j) Reports on current supply status and requirements from Co/Tm XO and ISG.
- k) Reports on CL III, IV, and V on-hand and available for resupply from the brigade support area.
- l) Updates/reports on unit combat and supply status to include numbers of vehicles operational and combat loads, as well as critical needs from:
 - (1) Assigned units.
 - (2) Subordinate units.
 - (3) Attached units.
 - (4) Operational control (OPCON) units.

- (5) DS units.
 - (6) General support (GS) units.
 - m) Status reports from BMO about recovery and maintenance operations to include prospects for availability of combat, CS, and CSS equipment in the maintenance system.
 - n) Information concerning the situation learned from eavesdropping on TF command net and O&I net.
 - o) Operations updates from the TOC.
 - p) Personal observations.
- c. TF staff processes and evaluates information, and updates products.
- 1) XO integrates the efforts of the staff.
 - 2) S2 and S2 section.
 - a) Match incoming information and intelligence against requirements:
 - (1) Update the R&S plan.
 - (2) Identify need for additional resources to collect needed intelligence.
 - (3) Coordinate with the S3 for additional resources.
 - b) Record (log) and process:
 - (1) New combat information.
 - (2) New intelligence information.
 - c) Process new information as it is received.
 - (1) Record new information.
 - (2) Initiate an accelerated IPB process.
 - (3) Compare new information with information on hand for difference.
 - (4) Appraise new information for relevance and time sensitivity.

- (5) Fuse new information with that in intelligence database.
- d) Evaluate information obtained to track the enemy, identify:
 - (1) Size.
 - (2) Activity.
 - (3) Location.
 - (4) Type of enemy unit.
 - (5) Time of the observation.
 - (6) Type of enemy equipment.
 - (7) Adherence to, or deviation from, postulated enemy course of action (COA).
 - (8) Strength (losses) and capabilities (remaining).
- e) Change intelligence estimate, collection plan, and other products based on evaluation of information and coordination with subject matter experts in TF staff, e.g., FSO, engineer, CMLO, and ADO.
 - (1) Comparison of known enemy activity with projected enemy COAs.
 - (2) Analysis of patterns of enemy activity.
 - (3) Answers to PIR, IR.
 - (4) Possible changes to current enemy COA.
 - (5) Possible future enemy COA.
 - (6) Response to CCIR.
 - (7) Recommendations:
 - (a) Changes to situation estimate.
 - (b) Changes to TF R&S mission.
 - (c) Changes to PIR and IR.

- f) Maintain and update the intelligence data base as new information is received.
 - (1) Intelligence journal.
 - (2) Order of battle (OB) data.
 - (3) Weather forecast.
 - (4) Technical data.
 - (5) Terrain analysis, modified combined obstacle overlay (MCOO).
 - (6) Enemy situation in coordinates register.
 - (7) Enemy situation/event template (SIT TEMP).
 - (8) Situation map (SITMAP) and overlay.
 - (9) INTSUM.
 - (10) S2 input for DST.
 - (11) PIR and IR.
- g) Convert information into TSOP formats:
 - (1) Graphic displays.
 - (2) Updated SITMAP overlays in the main CP.
 - (3) Intelligence estimate.
 - (4) Intelligence annex of the OPORD.
 - (5) INTSUM.
 - (6) Intelligence situation report.
 - (7) Meaconing, intrusion, jamming, and interference (MIJI) report.
 - (8) NBC report.
 - (9) Updated templates (e.g., event template, SIT TEMP).

- (10) Updated intelligence situation map overlay.
- (11) Updated R&S plan.
- (12) Spot reports for higher headquarters, subordinate units.
- (13) FRAGOs.
- (14) Modifications of the DST.
- h) Calculate BDA based on munitions effects reports from:
 - (1) FSO.
 - (2) Mortar FDC.
 - (3) TACP/ALO.
 - (4) Subordinate units.
- i) Revise the OB after reviewing the enemy situation.
- j) Update event analysis matrices with identified major enemy movements.
- k) Verify and update SIT TEMP, as necessary based on new intelligence.
 - (1) Templated locations based on new known enemy positions.
 - (2) Enemy unit sizes and designations.
 - (3) Time phase lines.
- l) Post digital displays and map board situation maps, overlays with enemy information:
 - (1) Unit size and OB identification.
 - (2) Unit locations with activity times observed.
 - (3) Probable boundaries.
 - (4) Locations of major weapons systems with times observed.
 - (5) CPs.

- (6) Logistics complexes.
- (7) Landing zones and pick-up zones (potential).
- (8) Aircraft staging areas (potential).
- (9) Contaminated areas (known or potential).
- (10) Minefields and obstacles.
- (11) NBC delivery systems.
- (12) Templated and known engagement areas.
- m) Prepare the intelligence summary to include:
 - (1) Forward areas.
 - (2) Rear areas.
 - (3) Enemy operations.
 - (4) Enemy capabilities to include reconnaissance.
 - (5) Enemy probable COAs.
 - (6) Weather and terrain characteristics.
- n) Update the DST in conjunction with the S3:
 - (1) Movement corridors.
 - (2) Named area of interest (NAI) and targeted area of interest (TAI).
 - (3) Decision points (DPs).
 - (4) Event analysis matrices.
 - (5) Enemy COA.
- o) Assist or participate in target development with S3 and FSO:
 - (1) Describe enemy situation and vulnerabilities.
 - (2) Interact with fire support personnel to determine targeting feasibility and requirements.

- (3) Analyze BDA and assess remaining enemy capability.
- p) Update the R&S plan:
 - (1) Cancel intelligence requirements taskings when PIR and IR are satisfied.
 - (2) Revise NAI and movement corridors.
 - (3) Modify the plan with revised PIR and IR as necessary.
 - (4) Issue new collection and tasking instructions.
 - (5) Adjust collection assets dispositions.
 - (6) Request support from higher or adjacent units to acquire information when necessary.
- 3) S3 and S3 section.
 - a) Evaluate and identify significant changes to METT-TC.
 - (1) TF capabilities.
 - (2) Guidance/direction and information by comparing desired TF end state with current TF situation and trends.
 - (a) Information that answers CCIR.
 - (b) Significant changes to the situation.
 - (3) Adequacy of command, control, communications, and intelligence (C3I) means in use.
 - (4) OPSEC situation to include evaluation of signals security (SIGSEC) by analyzing reports received from brigade SIGSEC evaluation sources for required action.
 - b) Update operations data.
 - (1) DST, in conjunction with the S2.
 - (a) Movement corridors.
 - (b) NAI and TAI.

- (c) DPs.
 - (d) Event analysis matrices.
 - (e) Enemy COA.
 - (2) Event matrix.
 - (3) Operational graphics, (e.g., phase lines, routes, objectives, and battle positions).
 - (a) Digital; operations overlays are distilled down to pertinent control measures as outlined in the TF TSOP.
 - (b) Overlays.
 - (4) Operations estimate.
 - (5) Commander's situation report including:
 - (a) Present enemy activity.
 - (b) Attachments and detachments to the TF.
 - (c) Locations of the Co/Tms (or desired unit level).
 - (d) Status of obstacle construction.
 - (e) Combat capability (equipment: authorized, on hand, mission capable, vehicle fuel and ammunition status).
 - (f) Personnel strength.
 - (g) Combat losses (equipment and personnel).
 - (6) Recommendations for the commander:
 - (a) Changes to estimate of situation.
 - (b) Changes to TF plan execution of mission.
- 4) The operations center "battle captain" and operations section process and evaluate information in accordance with TF TSOP.

- a) All reports, orders, information, and TF commander's directives are processed and disseminated:
 - (1) Logged in the staff journal.
 - (2) Evaluated for critical information requirements and implied actions.
 - (3) Distributed.
 - b) Information collected from automated systems is aggregated with information collected through other means.
- 5) TF FSO and FSE.
- a) Process calls for fires using:
 - (1) AFATDS.
 - (2) CNR.
 - b) Process calls for fire to include firing clearances in accordance with TF commander's concept of fires:
 - (1) Commander's guidance.
 - (2) Commander's intent.
 - (3) Established fire support coordination measures.
 - (4) Tactical situation, locations and activities.
 - (5) Target priorities.
 - (6) Units' priorities in terms of TF plans.
 - c) Update battlefield information to modify and refine the fire support plan when necessary:
 - (1) Tactical situation and status of subordinate units.
 - (a) Locations.
 - (b) Dispositions.
 - (c) Activities.

- (2) Target tracking.
 - (a) What enemy is doing.
 - (b) Enemy's capabilities to continue to fight.
 - (c) Target analysis.
- (3) Status of artillery and mortars.
 - (a) Type and quantity of ammunition available.
 - (b) Firing batteries, mortar platoon, and artillery radars in position and/or ready to fire.
 - (c) Status of systems available.
 - (d) Effects of displacement of firing batteries, mortar platoon, and artillery radars on ability to support the TF.
- (4) Success and/or lack of success of fire support in terms of effects intended by TF commander, based on:
 - (a) Munitions effects.
 - (b) BDA from TF S2, Bde FSO.
- d) Analyze the impact of changes in METT-TC to the fire support plan.
- e) Review fire support plans and anticipated future battlefield events to determine if the capability necessary to provide sufficient fire support will be available:
 - (1) FSEM.
 - (2) DST.
 - (3) Target list.
 - (4) Commander's guidance for fire support.
 - (5) High payoff target list (HPTL).

- f) Update, modify, or refine the fire support plan based on unanticipated battlefield events through continuous coordination with:
 - (1) TF commander.
 - (2) TF S2.
 - (3) TF S3.
 - (4) TF ALO, engineer, CMLO, and ADO as required.
 - (5) Subordinate maneuver commanders and FSOs.
- g) Revise target lists.
- h) Revise FSEM in coordination with S3, S2, ALO, and TF engineer.
- i) Respond to changes in the TF commander's guidance and intent for fire support.
- j) Anticipate changes dictated by the developing battle and develop recommendations for the TF commander and TF S3.
- k) During the decision making process in a time constrained environment, the TF FSO and FSE provide information and recommendations to the TF commander:
 - (1) Analysis of the fire support plan (with the ALO, TF engineer, and mortar platoon leader) and the artillery plan to determine if modification or refinement are required.
 - (2) Quick fire support planning when the fire support plan is no longer valid:
 - (a) Amend the existing fire support plan as possible.
 - i. Use HPTL to identify specific attack systems for high payoff targets (HPTs).
 - ii. Incorporate into a modified FSEM.
 - iii. Match targets to available fire support means.
 - iv. Assign observers and target acquisition systems to targets.

- (b) Develop a new target list, based on:
 - i. Updated intelligence.
 - ii. IPB.
 - iii. Changes to the TF scheme of maneuver.
 - iv. Changes to available fire support systems.
 - v. Changes to TF commander's guidance for fire support.
 - (c) Identify HPTs based on list of high-value targets (HVTs).
 - (d) Assign target numbers to new targets.
 - (e) Prepare updated artillery support documents for TF leaders:
 - i. Updated overlays.
 - ii. Artillery target lists.
 - iii. FSEM.
 - iv. List of FA and mortar fire nets and frequencies, if necessary.
- 6) TF ALO and TACP.
 - a) Process immediate CAS requests and requirements in support of the TF commander's guidance.
 - b) Report munitions effects to S2 based on reports and pilot observations.
 - (1) Identify friendly aircraft losses.
 - (2) Identify enemy losses (e.g., personnel, equipment, location).
- 7) The TF CMLO:
 - a) Calculates downwind hazard information.

- b) Plots and records locations of all NBC hazards on operations overlays.
 - c) Prepares specific instructions for TF subordinate elements based on NBC warnings.
 - d) Prepares initial NBC reports so as to be disseminated to TF elements and Bde HQ within three minutes of NBC use being detected.
 - e) Prepares follow-up NBC reports in accordance with (IAW) TSOP.
 - f) Revises decontamination plans.
- 8) TF S1 and S1 section personnel in the CTCP and the field trains command post (FTCP).
- a) Aggregate, or combine, digital personnel reports with information received by other means.
 - b) Update personnel status using:
 - (1) Paper based tracking methods.
 - (2) CSSCS, when available.
 - (3) MCS.
 - c) Update the command and control strength reporting system (C2SRS).
 - d) Prepare personnel status reports.
 - e) Assess impact of losses by military occupational specialty (MOS) and unit of casualties.
 - f) Update personnel estimate based on casualty reports.
 - g) Track locations and conditions of evacuated soldiers.
 - h) Evaluate information, comparing desired TF situation and end state with current personnel status.
 - (1) Significant changes to personnel situation.
 - (2) Comparison of status with requirements.

- (3) Information that answers CCIR.
- 9) TF S4 and S4 section in the CTCP/FTCP.
 - a) Aggregate digital logistics reports with information received by other means.
 - b) Update logistical status using:
 - (1) Paper based tracking methods.
 - (2) CSSCS, when available.
 - (3) MCS.
 - c) Evaluate information, comparing desired TF situation and end state with current supply, transportation, and maintenance status.
 - (1) Significant changes to logistical situation.
 - (2) Comparison of status with requirements.
 - (3) Information that answers CCIR.
 - d) Process critical supply information:
 - (1) Requirements for critical supplies.
 - (2) Requirements that cannot be satisfied by combat trains.
 - e) Process critical transportation information:
 - (1) Track and process requests for transportation support for delivery of critical supplies from TF units.
 - (2) Determine requirements for additional transportation assets.
 - (3) Select routes.
 - f) Maintain current status of supply and transportation operations.
 - (1) Transportation assets and supplies available to support the TF during battle.

- (2) Limitations, constraints, shortfalls, and other problems impacting on supply and transportation systems as they affect TF support, due to:
 - (a) Battlefield conditions.
 - (b) Combat.
 - (c) Availability.
 - (3) Track status of requests for higher headquarters to provide transportation assets to correct transportation shortfalls and deficiencies.
 - (4) Track status of requests for supplies not stocked in combat trains.
- g) Identify maintenance and recovery requirements based on tactical situation.
 - (1) Critical combat systems.
 - (2) CL IX status and availability.
 - (3) Recovery assets' availability.
- h) Maintain supply status and maintenance and recovery status of subordinate units:
 - (1) Losses.
 - (2) Availability.
 - (3) Critical needs.
- i) Identify support requirements based on:
 - (1) Tactical situation to include future actions.
 - (2) Requirements reported by subordinate units.
 - (3) Logistics plans and priorities.
- j) Identify capabilities to meet supply and transportation support requests from TF units based on:
 - (1) Support requirements to include timing.

- (2) Available transportation assets.
 - (3) Available supplies.
- k) Develop plan to meet supply and transportation requirements:
 - (1) Consider capability to provide requested support based on support developed during the planning of COAs.
 - (2) Identify the need to modify the plan to support the tactical situation.
 - (3) Determine the best method for providing the requested supply and transportation support.
 - (4) Update situation briefings for drivers.
- l) Update the combat and supply status for:
 - (1) Assigned units.
 - (2) Subordinate units.
 - (3) Attached units.
 - (4) OPCON units.
 - (5) DS units.
 - (6) GS units.
- m) Develop recommendations for the TF commander or XO for the location and stockage of the combat trains to support the battle:
 - (1) Modifications to plan required to meet requirements.
 - (2) Requirement for emergency resupply of Co/Tms from support platoon trucks located at CTCP.
 - (3) Need to restock the combat trains from the brigade support area (BSA).
- n) Develop recommendations for the TF commander or XO on the employment of transportation assets to support the battle, based on:
 - (1) Modifications to plan required to meet requirements.

- (2) Requirement for executing emergency resupply of Co/Tms from support platoon trucks located at CTCP.
- d. TF staff communicates information to other staff sections and to external locations.
 - 1) TF primary and special staff and subordinate leaders immediately send information to satisfy CCIR (EEFI, FFIR, PIR, and IR) and other critical information concerning the ongoing and future missions along with reports and recommendations.
 - a) Information is communicated to:
 - (1) TF commander.
 - (2) TF XO.
 - (3) TF operations section.
 - (4) Co/Tms and other subordinate units.
 - (5) Other CPs.
 - (6) Other TF staff officers.
 - (7) Relevant brigade staff sections.
 - b) Special staff officers (e.g., FSO, ADO, Aviation LNO, ALO, Engineer, CMLO) also report their situation, recommendations, and information that fulfills CCIR as necessary to:
 - (1) Corresponding special staff at the brigade main CP.
 - (2) Parent units.
 - c) All staff officers provide responses to CCIR and other time sensitive critical information to the TF commander, XO, and S3 immediately.
 - d) TF staff and Co/Tm commanders send routine information, per standing operating procedure (SOP), to the TF commander and others as necessary or as required.
 - e) TF staff responds to requests for information from brigade headquarters.

- 2) S2 and S2 section communicate information.
 - a) Enemy's situation, evaluation of enemy COA, recommendations, and information that fulfills PIR and IR to:
 - (1) TF commander.
 - (2) TF XO.
 - (3) TF operations section.
 - (4) Co/Tms.
 - (5) Scout platoon.
 - (6) Other CPs.
 - (7) Other TF staff officers.
 - b) Changes to the TF reconnaissance plan.
 - (1) Specific critical points that correspond to reconnaissance objectives.
 - (2) Control measures.
 - c) Current INTSUM immediately prior to crossing the line of departure or start point.
 - d) Immediately alert the Co/Tm commanders about indicators of enemy activity using the digitized enemy SIT TEMP; indicators include:
 - (1) Enemy unit size and type.
 - (2) Location.
 - (3) Activity.
 - (4) Time initially identified.
 - e) Provide the TF staff with relevant, current enemy situation.
 - f) Disseminate the updated SIT TEMP as soon as possible after significant changes are made.

- g) Disseminate current enemy situation and threat to aircraft to ALO and TACP.
- h) Disseminate BDA.
- i) Disseminate time sensitive, mission/task relevant combat information and intelligence directly, using:
 - (1) Digital means.
 - (2) TF FM command net.
 - (3) TF O&I net.
 - (4) Personal (face-to-face) contact.
 - (5) Adjacent units' command nets.
 - (6) Adjacent units' O&I net.
 - (7) Liaison officers, messengers.
 - (8) Brigade command net.
- j) Provide the commander with timely and accurate intelligence information.
- k) Disseminate intelligence information to those in or near the main CP.
- l) Issue and/or brief intelligence portion of FRAGOs as necessary.
- m) Disseminate classified intelligence as securely as necessary based on the classification of the information, for example by:
 - (1) Secure radio nets/multichannel.
 - (2) Briefings.
 - (3) Personal contact.
 - (4) Courier or liaison.
- n) Disseminate combat intelligence updates during the execution phase to:
 - (1) Brigade S2.

- (2) Adjacent TFs.
- (3) Subordinate units.
 - (a) Co/Tm commanders.
 - (b) TF scouts and elements of the reconnaissance and surveillance team.
 - (c) TF UMCP.
 - (d) TF mortar platoon leader.
 - (e) Headquarters and headquarters company (HHC) commander.
 - (f) Medical platoon.
 - (g) Support platoon.
 - (h) Maintenance platoon.
 - (i) DS artillery battalion.
 - (j) ADA platoon.
 - (k) Engineer company.
 - (l) Other units attached or OPCON to the TF.
- (4) Other units:
 - (a) Units in the AO but not under TF control.
 - (b) Aviation units operating in or near TF AO.
- (5) Other CPs:
 - (a) CTCP.
 - (b) FTCP.
- o) Follow up dissemination to verify receipt by the appropriate person (e.g., critical intelligence given to the TF commander vice being noted in the TF main CP log by radio operator, but not given to the TF commander).

- p) Ensure that all key participants receive appropriate S2 products IAW TF TSOP.
 - (1) Summary of enemy situation.
 - (2) PIR and IR (specific and clear).
 - (3) Intelligence acquisition tasks.
 - (4) Measures for handling enemy prisoners, documents and material.
 - (5) Documents or equipment they require from the S2 section.
 - (6) Counter-intelligence information and requirements (if not in TSOP).
 - (7) Reports and distribution (if not in TSOP).
- 3) S3 and S3 section transmit operational information.
 - a) Directives and coordinating instructions, reports of the TF situation, evaluations of TF COAs, and recommendations to:
 - (1) TF XO.
 - (2) Other staff sections.
 - (3) Co/Tms and other subordinate units.
 - (4) Other CPs.
 - (5) Brigade CPs.
 - (6) Adjacent units.
 - b) Observed enemy targets outside TF sector to adjacent units.
 - c) Updated information on friendly forces to Co/Tm commanders using digital update of graphics or other means. Information includes:
 - (1) Locations of friendly units.
 - (2) Situations of friendly units.

- (3) Status and locations of units tasked to support the Co/Tm.
 - (4) Status of fire support assets tasked to support the Co/Tm.
- d) Mission guidance to include commander's intent, mission concept, and priorities to FSO for fire support planning and revision of FSEM.
- e) Changes in the friendly situation, particularly any locations that restrict CAS employment, to TACP.
- f) Direction and guidance to the signal officer on:
 - (1) SIGSEC concerns.
 - (2) SIGSEC implementation.
- g) Information to TF commander concerning success or lack of success of counter-reconnaissance force.
- 4) The operations center "battle captain" and operations section transmit information in accordance with TSOP.
 - a) The operations center battle captain determines the most appropriate method to transmit reports, orders, information and the commander's directives to the TF.
 - (1) Automated systems.
 - (2) Conventional systems.
 - b) All reports, orders, information, and commander directives are sent to (critical information is passed immediately to the section or sections affected):
 - (1) TF XO and S3.
 - (2) CTCP.
 - (3) FTCP.
 - (4) Staff officers and their sections and LNOs in the main CP (e.g., FSO, TF Engineer, air defense artillery liaison officer [ADALO]).
 - c) Staff "huddles" are conducted as directed by the TF XO or "battle captain" to:

- (1) Allow each staff officer to disseminate information relevant to the entire staff.
 - (2) Appraise information for completeness and, to determine information gaps which require additional staff work.
 - (3) Facilitate TOC shift changeover.
- 5) TF CPs disseminate:
 - a) Air attack warnings on the TF command net.
 - (1) Other CPs and staff sections are alerted.
 - (2) Subordinate units alert all personnel.
 - (3) TF alerts brigade that enemy air is in the area.
 - b) NBC attack information and identification of contaminated areas.
 - (1) Disseminate NBC warnings throughout the TF once chemicals are detected.
 - (2) Submit NBC reports to brigade within three minutes and follow-up reports as required.
 - (3) Consolidate and forward TF elements' NBC reports to Bde HQ.
 - (4) Prepare and disseminate chemical downwind hazard messages to TF elements.
 - (5) Provide specific instructions to subordinate units based on nuclear or chemical attack warnings (per TSOP).
- 6) FSO and FSE transmit information about fire support.
 - a) Information relevant to commander's CCIR to the TF commander and TF staff.
 - b) Enemy locations to adjacent units.
 - c) All significant events:
 - (1) Change of status of fire support elements.

- (2) Execution of fires on TAIs and HPTs, other.
 - (3) Munitions effects.
 - (4) BDA.
 - (5) Answers to CCIR.
 - (6) Changes to HPT locations.
- d) Battlefield updates to TF commander, TF S3, and staff members based on:
 - (1) Spot reports.
 - (2) Reports from fire support observers.
 - (3) Supplemental information provided from external sources (e.g., division artillery [DIVARTY]).
 - (4) BDA reports from the S2.
- e) Fire support status updates to the TF commander, TF S3, and staff.
 - (1) Locations, dispositions, status, and activities of fire support observation assets under TF control.
 - (2) Results of fire support plan execution success and/or lack of success in terms of meeting TF commander's intent for fires.
 - (3) Status of artillery and TF mortar fire support systems available.
 - (a) Locations.
 - (b) Dispositions.
 - (c) Tubes available and capabilities.
 - (d) Type and quantity of ammunition available.
 - (e) Firing batteries/platoons and artillery radars in position and/or ready to provide support.
 - (f) Observers.

- (g) Impact of displacing fire support elements on availability of fire support to the TF.
 - (h) AFATDS.
- f) Fire support recommendations, based on the developing battle, to the TF commander, TF XO, TF S3.
- g) Guidance, recommendations, and information to the TF commander during the decision making process, based on:
 - (1) Fire support capabilities.
 - (2) Amount of time to react to a new order.
 - (3) Impact of changes in METT-TC to the fire support plan.
- h) Recommended changes to fire support plan to meet changes to situation created by enemy action or the failure of fires to achieve desired results.
- i) Updated information and artillery plan support documents.
 - (1) To:
 - (a) TF commander.
 - (b) TF XO.
 - (c) Other staff sections.
 - (d) Subordinate Co/Tm FSOs.
 - (e) Subordinate Co/Tm commanders.
 - (f) Mortar platoon.
 - (g) Scout platoon.
 - (h) Bde FSE.
 - (2) Include:
 - (a) Updated overlays.
 - (b) Artillery target lists and schedules.

- (c) FSEM.
 - (d) FA/mortar fire nets and frequencies.
 - j) Updates to brigade FSE/FSCoord and DS FA battalion S3 concerning TF situation:
 - (1) Locations.
 - (2) Dispositions.
 - (3) Target attack success.
 - (4) Tactical situation.
 - (5) Munitions effects.
 - (6) BDA from TF S2.
 - (7) Target list and schedule.
 - (8) Status of fire support assets.
 - k) Relays of artillery calls for fire from subordinate/fire support team (FIST) elements that cannot maintain communication with supporting FA battalion FDCs.
 - l) Information to maneuver units concerning status of friendly air in area in coordination with ALO and TACP.
 - m) Notification to company FSO, TF, ADO, and adjacent units of arrival and use of CAS aircraft in the area in coordination with the ALO and TACP.
- 7) TF ALO and TACP transmit information about CAS.
- a) Requests for intelligence requirements from the TF S2.
 - b) Requests for changes in air defense weapons control status from S3 and ADO in preparation for CAS.
 - c) Notification of TF command group, TF FSO, and ADO that friendly air has arrived in TF or adjacent units' AO.
 - d) Pilot observations to other aircraft.
 - e) Pilot observations to the TF commander, TF S2, and TF S3.

- f) Munitions effects and friendly aircraft losses to the TF staff and CPs.
- g) Updates on the status and availability of CAS to TF FSO and TF S3.
 - (1) Locations (e.g., IP, inbound to IP, minutes before available).
 - (2) Fuel remaining/time on station.
 - (3) Munitions.
 - (4) Immediate CAS missions made available by brigade ALO.
- 8) CMLO and NBC section communicate information:
 - a) Details for NBC warnings to "battle captain" for dissemination (once use of NBC is identified).
 - b) NBC reports.
 - c) Enemy NBC capabilities to S2.
- 9) TF ADO transmits information about air defense (AD).
 - a) Informs TACP of changes in weapons control status.
 - b) Provides air attack warning and changes to weapons control status (WCS) received on the ADA early warning to "battle captain" for dissemination on TF command nets.
 - c) Enemy air capabilities to S2.
- 10) TF engineer transmits information about mobility, countermobility, and survivability.
 - a) Operational information through the TF main CP to:
 - (1) TF commander and S3.
 - (2) Brigade main CP.
 - (3) TF subordinate commanders.
 - (4) Adjacent unit commanders.

- 2) Use of LNOs (both those sent from and received by the TF):
 - a) Conduct adjacent unit coordination.
 - b) Transmit respective locations, activities, capabilities, status, mission, concept of operations, intent, and requests for information.
 - (1) Carry copies of graphics (operational and enemy), orders, and situation reports.
 - (2) Coordinate unit boundaries and gather information. This may include placement of LNOs at coordination points to continuously exchange information on unit positions, activities, and the enemy situation.
 - (3) Provide and receive details concerning specific information requirements.
- 3) TF primary and special staff sections coordinate operations within the staff and with other units.
 - a) S2 and S2 section.
 - (1) Use of electronic warfare (EW) collection systems to pinpoint target locations (e.g., if a communications intercept detects the approximate location of an enemy battalion's CP, the collection manager can use other collection systems to pinpoint the location).
 - (2) Battlefield information received by TF "slice" elements from their parent headquarters.
 - b) TF S3 and S3 section (S3 Air, CMLO).
 - (1) Passage of lines and battle handoff.
 - (2) Integration of obstacles with adjacent units.
 - (a) If applicable, adjacent unit obstacles are tied in with the TF's obstacles.
 - (b) Obstacles in one sector do not nullify intent of obstacles or operations in adjacent sectors.
 - (3) Hand-off of enemy targets to lateral units during tactical movement.

- (4) Hand-over of detected enemy elements from detection elements to killer elements; includes:
 - (a) Description of target.
 - (b) Target location.
 - (c) Target activity.
- (5) SEAD fires in support of CAS and helicopters, coordinates with TF FSO/FSE, ADO, Aviation LNO, and ALO for the execution.
- (6) Requirements for decontamination support.
- c) TF FSO and FSE.
 - (1) Hand-off of enemy targets to adjacent units during tactical movement.
 - (2) Coordination as required with:
 - (a) TF S3 and commander.
 - (b) TF S2.
 - (c) ALO.
 - (d) Aviation LNO.
 - (e) Brigade FSO/FSE.
 - (f) DS FA battalion S3/main CP.
 - (g) Adjacent unit FSEs.
 - (h) Supporting FA assets.
 - (i) Mortar platoon leader.
 - (j) Scout platoon leader.
 - (k) ADA platoon leader/ADO.
 - (l) TF Engineer.

- (m) Subordinate commanders, FSOs, target acquisition assets, observers.
- (3) Coordination and processing of fires (FSE coordinates fires while TF FSO operates forward with TF command group).
- (4) Coordination, integration, and synchronization of fires with maneuver, based on:
 - (a) Execution of planned fires in accordance with the FSEM, DST, and target list.
 - (b) Execution of targets of opportunity fires based on fire support requests from observers.
 - (c) Modifications to the artillery fire support plan in accordance with new METT-TC factors.
 - (d) Guidance from the TF commander.
 - (e) Knowledge of tactical situation based on battle tracking and BDA.
- (5) Positioning and repositioning of TF target acquisition assets and observers on the battlefield.
- (6) Massing and timing of fires for maximum support of:
 - (a) TF maneuver.
 - (b) TF direct fires.
- (7) Integration of TF fire support and CAS in coordination with TF ALO.
 - (a) ACAs developed to coordinate and synchronize supporting fires between CAS missions and other fire support to minimize time when enemy is not being engaged by CAS or fires.
 - (b) Notification of adjacent units when CAS aircrafts arrive.
 - (c) Notification of subordinate elements (Co/Tms, ADA) of impending CAS missions.

- (8) Control of ADA assets during the employment of CAS in coordination with TF ADO.
- (9) Coordination of SEAD fires in support of CAS and helicopters with TF S3, S3 Air, Aviation LNO, and ALO.
- (10) Clearance of artillery fires to avoid fratricide or collateral damage to civilians/facilities by maintaining continuous communication and coordination between the FSE and:
 - (a) All supported fire support elements.
 - (b) Adjacent fire support elements.
 - (c) Supporting fire support elements.
 - (d) Maneuver units.
- (11) Integration of TF mortar platoon fires in the fire support plan.
- (12) Coordination of attack of targets outside the TF sector with the brigade FSO, FSE, DS FA battalion, and adjacent TF FSO.
- (13) Submission and coordination of requests for additional fire support to support of the TF maneuver with Bde FSO and DS FA Bn S3.
- (14) Coordination of modifications to the fire support plan made subsequent to changes in the TF commander's intent with Bde FSO, DS FA Bn S3, and Co/Tm FSO.
- (15) Coordination of modifications to the fire support plan based on unanticipated battlefield events with:
 - (a) TF commander.
 - (b) TF S3.
 - (c) TF S2.
 - (d) Subordinate maneuver commanders, FSOs.
 - (e) Bde FSO.
 - (f) DS FA Bn S3.

- (16) Coordination of intelligence information relevant to the artillery plan with the TF S2, for example:
 - (a) Current enemy activities.
 - (b) Anticipated enemy activities.
 - (c) Designation of new HPT and TAI.
- (17) Coordination and integration of TF quick fire plan with the subordinate units' direct fire plans to form an integrated fire support plan.
 - (a) Mortars.
 - (b) Artillery.
 - (c) CAS.
- d) TF ALO and TACP.
 - (1) TF air defense activity during CAS with TF FSO, S3, and TF ADO.
 - (2) Friendly ADA status with ADO.
 - (3) CAS, integrated with TF fire support, with TF FSO.
 - (a) TF supporting fires are coordinated and synchronized with CAS missions to minimize time when enemy is not being engaged by CAS or fires.
 - (b) Adjacent units are notified of arrival of CAS aircraft.
 - (c) Subordinate elements (Co/Tms, ADA) are notified of impending close air support missions.
 - (4) Coordination of SEAD fires in support of CAS and helicopters with TF FSO/FSE, TF S3, S3 Air, and Aviation LNO.
 - (5) Deconflicting of Army airspace command and control (A2C2).
 - (a) Identify conflicts.

- (b) Shift or lift indirect fires based on gun-target line, projections.
 - (c) Shift other air assets, such as helicopters and unmanned aerial vehicles (UAVs).
 - (d) Update ADA status.
 - (e) Establish CAS holding points.
 - (f) Prepare to place fighters into a holding pattern.
 - (g) Coordinate CAS ingress and egress routes with both air and ground forces; the following are verified by both air and ground forces:
 - i. Air corridor (e.g., heading and distance from IP to target).
 - ii. Attack altitude and target elevation.
 - iii. Attack timing.
 - iv. Target location and markings.
 - v. Friendly unit locations and markings.
- e) ADO.
 - (1) Air defense during CAS and helicopter operations with the TF S3, TF FSO, TF ALO, and Army aviation liaison officer.
 - (2) ADA assets during the employment of CAS and Army helicopters with the TF FSO.
- f) CTCP coordinates delivery of supplies from BSA and ammunition transfer points (ATP) to TF units.
- 4) TF "slice elements" coordinate with their higher headquarters.
 - a) FSE keeps DS FA battalion informed of the TF situation.
 - b) AD elements coordinate with ADA battery headquarters, ADA battalion headquarters, and the brigade A2C2 element.

- c) Engineer element coordinates execution of obstacles in TF sector and other engineer work with other engineer elements not attached to the TF.
- f. CPs maintain (update) products and information displays.
 - 1) Command group updates current operations and intelligence map:
 - a) Operations overlay and graphics of:
 - (1) TF plan.
 - (2) TF subordinate units' operations.
 - (3) Higher units' locations.
 - (4) Adjacent units' locations.
 - (5) TF digital operations overlays.
 - (6) Control measures.
 - b) Intelligence products.
 - (1) Intelligence estimate.
 - (2) SIT TEMP.
 - (3) MCOO.
 - (4) Event template.
 - (5) Digital enemy overlays.
 - c) Fire support (FS) overlay.
 - 2) The main CP updates TF documents and information displays:
 - a) The operations section maintains:
 - (1) DST.
 - (2) NBC map.
 - (3) Current operations map.
 - (a) TF and subordinate unit operations overlay.

- (b) Obstacles overlay.
- (4) External operation overlays:
 - (a) Higher units.
 - (b) Adjacent units.
 - (c) Digital overlays from other headquarters.
- (5) Plans map (with overlays for future operations).
- (6) TACP map.
- (7) Operations staff journal.
- (8) Synchronization matrix.
- (9) Personnel and equipment status:
 - (a) Current strength.
 - (b) Operational equipment strength.
- (10) TF digital operation overlays.
- (11) Digital operational reports.
- (12) Digital TF status reports.
- (13) Required reports on the MCS.
- b) The FSE maintains the:
 - (1) FSE map with FS overlay.
 - (2) Fire support execution matrix.
 - (3) Digital fire support plan.
 - (4) Digital fire support overlay.
 - (5) Required reports on the AFATDS.
- c) The S2 section maintains:

- (1) Intelligence staff journal.
 - (2) R&S plan.
 - (3) Digital enemy overlays.
 - (4) Intelligence estimate.
 - (5) SIT TEMP.
 - (6) MCOO.
 - (7) Event template.
 - (8) Required reports on the ASAS.
 - (9) External intelligence overlays of:
 - (a) Adjacent unit SIT TEMPs.
 - (b) Higher unit SIT TEMPs.
 - (c) Digital enemy overlays from higher units.
 - d) The ADO maintains:
 - (1) Air defense overlay.
 - (2) Digital air defense overlay.
 - (3) Required reports on the FAADC3I.
- 3) CTCP and FTCP maintain updates on current C2 products:
- a) Operations overlays of:
 - (1) TF.
 - (2) Higher units.
 - (3) Adjacent units.
 - b) Rear operations, defense, and threat overlay.
 - c) Intelligence products.
 - (1) Intelligence estimate.

- (2) SIT TEMP.
 - (3) MCOO.
 - (4) Event template.
- d) FS overlay.
- e) DST.
- f) FSEM.
- g) The S1 and S4 sections maintain:
 - (1) CSS situation map.
 - (2) CSS staff journal.
 - (3) Synchronization matrix.
 - (4) Personnel and equipment status:
 - (a) Current strength.
 - (b) Status and location of casualties (wounded in action, disease-non-battle injury, and killed in action).
 - (c) Status and location of replacement personnel.
 - (d) Medical treatment and evacuation capabilities.
 - (e) Status of supplies.
 - (f) Operational equipment levels.
 - (g) Damaged and destroyed vehicles and equipment (recovery status, repair status, and replacement status).
 - (5) Status of location and evacuation of enemy prisoners of war and their equipment.
 - (6) Status of location and evacuation of displaced persons.
 - (7) Required reports on the CSSCS, when available.

2. Assess situation, the TF commander visualizes the battlefield. (ARTEP 71-2-MTP, Task 71-1-3901/11/14, 3903/1/4/7; FM 71-100, Chaps 1, 6; FM 100-5, Chaps 2, 6)
 - a. TF commander continuously assesses the situation based on automated tactical displays, reports, and personal observation.
 - 1) The TF commander evaluates new information.
 - a) Separates critical information from routine information.
 - b) Determines reliability and credibility of new information.
 - c) Determines relevance of new information to the current situation.
 - 2) The TF commander continuously compares the current TF situation with his running estimate in regard to time, space, and purpose identifying differences (changes) from his earlier estimate.
 - a) Intent: TF commander reviews the division and brigade commanders' intents and concepts when assessing the relationship of time, space, and purpose with the terrain, enemy forces, and friendly forces.
 - b) Mission: TF commander reviews and compares his mission, concept of the operation (maneuver and fires) to the current situation.
 - c) Enemy:
 - (1) Based on digital displays and reports from the Bde commander, TF S2, scouts, Co/Tms, and other collection assets, TF commander determines changes related to enemy locations, activities, capabilities, limitations, and probable missions and intentions.
 - (2) TF commander makes inferences and deductions to update his assessment of enemy activities, capabilities, limitations, and probable missions and intentions.
 - (3) TF commander assesses information using his personal experience, knowledge of enemy doctrine and tactics, intuition, and understanding of patterns established by the enemy.
 - (4) TF commander uses the DST as an aid in understanding the significance of changes to the enemy situation.

- d) **Terrain:** The TF commander determines differences in the terrain, weather, visible light, as well as enemy or friendly use of obstacles, obscurants, and electromagnetic measures as they relate to the TF's and the enemy's maneuver, capabilities, and mission.
- e) **Friendly (Troops):**
 - (1) The TF commander tracks the changes in location, activities, missions, intentions, capabilities of subordinate units by monitoring automated tactical displays, reports from the staff and from subordinate elements, operations maps, and by his personal observation.
 - (2) The TF commander assesses the combat power of TF overall and the individual Co/Tms, in terms of capability relative to mission.
 - (a) Capabilities, strengths, and weaknesses of subordinate commanders.
 - (b) Capabilities, strengths, and weaknesses of subordinate units (weapon systems and equipment, personnel available, and supplies).
 - (3) The TF commander tracks the changes in location, activities, and intentions of adjacent units (left, right, front, rear, and higher) by monitoring automated reports from the brigade and TF LNOs.
- f) The TF commander appraises the amount of time available and the amount of time required, for example:
 - (1) The amount of time needed for the TF or a subordinate element to move or to accomplish a task.
 - (2) The amount of time before a planned event or requirement occurs.
- 3) Based on changes to his running estimate, the TF commander determines the impact or effect on his latest plan/order, such as:
 - a) Changes in the physical environment caused by effects of terrain, visible light, weather, and enemy or friendly use of obstacles, obscurants, and electromagnetic measures as they relate to the TF's and the enemy's location, maneuver, combat power, and mission.

- b) Changes in the enemy situation.
 - (1) The enemy's probable purpose that will have to be defeated in order for the TF to achieve its purpose.
 - (2) The position that the enemy must be in (in terms of terrain) for the TF to achieve its purpose.
 - (3) Strength and capabilities that the enemy should have at the end of battle if TF is to achieve its purpose.
 - (4) Relative advantages and disadvantages that the enemy should have in the future versus those of the TF if the TF is to accomplish its mission.
 - (5) Relative advantage the enemy could have in the future that the TF must constrain to an acceptable level for the TF to accomplish its future missions.
- c) Change in the friendly situation.
 - (1) The TF commander decides where and in what strength the TF needs to be at the end of the mission to accomplish the brigade commander's intent.
 - (2) The TF commander determines the strength and capabilities the TF will need at the end of the battle to achieve its mission.
 - (3) The TF commander identifies the advantages the TF will need over the enemy to accomplish its mission.
 - (4) The TF commander identifies present and projected TF capabilities.
- d) Change to the mission.
 - (1) The TF has received a new mission.
 - (2) The TF commander anticipates a change to the present mission.
 - (3) The TF commander anticipates the addition of a new mission.

- b. TF commander decides whether or not to change what has already been planned or directed.

3. TF commander directs changes to the operation or plan. (ARTEP 71-2-MTP, Task 7-1-3901/2/3/4/6/7/8, 3902/2; FM 71-123, Chap 1; FM 71-2, Chap 2; FM 101-5, Chaps 2, 4)
 - a. TF commander decides to develop and implement a new plan, or to modify and implement a branch of an existing plan.
 - 1) TF commander determines staff availability, the magnitude of change to the plan, and the amount of time available before execution.
 - 2) TF commander determines extent of relevance of existing plan.
 - a) When the situation is close to the one projected, TF commander identifies needed modifications to original plan and estimates.
 - b) When TF commander determines that his assessment of the present situation and desired end state do not match the original plan but do resemble the situation addressed by a previously developed branch, the TF commander selects the branch whose desired outcome most closely resembles the current projected future outcome and directs modifications as the basis for planning.
 - c) When the TF concept is invalid, the TF commander directs development of a new order.
 - 3) TF commander determines the availability of digital systems for planning versus directly current operations.
 - 4) TF commander makes a decision whether to continue operations or to direct a tactical pause.
 - 5) TF commander uses the MDMP in a time constrained environment when any METT-TC factor, but especially limited time, make it difficult to follow the entire MDMP.
 - b. TF commander conducts the MDMP in a time constrained environment.
 - 1) The TF commander continues to lead and direct the TF fighting the battle.
 - 2) TF commander conducts or directs a mission analysis to appraise changes to the original estimate and plan.
 - a) Analyzes the division and brigade commanders' intent.
 - b) Determines the TF's mission and desired end state.
 - c) Determines need for a warning order.

- d) Identifies time-critical tasks (e.g., shifting of units, resupply, requests for additional resources).
- e) Conducts a map reconnaissance.
- f) Reviews enemy and friendly situations using digital graphics and reports.
 - (1) Digital SIT TEMP.
 - (a) Enemy strength.
 - (b) Enemy locations compared to predicted locations.
 - (c) Enemy direction of movement.
 - (2) Digital operations overlay.
 - (a) Control measures.
 - (b) Co/Tms', platoons', and other TF elements' locations.
 - (c) DS FA Bn's and adjacent units' locations.
 - (3) Digital reports to the TF commander.
 - (a) Present enemy activity.
 - (b) Attachments and detachments to the TF.
 - (c) Locations of the Co/Tms (or desired unit level).
 - (d) Status of obstacle construction.
 - (e) Personnel strength.
 - (f) Combat losses:
 - i. Equipment.
 - ii. Personnel.
 - (g) Combat capability (equipment: authorized, on hand, mission capable, vehicle fuel and ammunition status).

- g) Establishes time schedule using reverse planning.
- 3) The TF commander issues a digital or oral warning order.
 - a) Changes to current order.
 - b) Probable missions.
 - c) TF commander's intent.
 - d) Earliest time of movement.
 - e) Reconnaissance instructions.
 - f) Time and place for the operations order.
 - g) Special equipment.
 - h) Special instructions.
- 4) The TF commander makes a tentative plan.
- 5) Completes METT-TC review of the changes to the mission.
 - a) Mission: Who, what, where, when, why is being accomplished in support of the higher commanders' intent?
 - b) Enemy: What is the enemy's COA (expected mission, task and purpose), his strength, location, disposition, activity, equipment, and capability?
 - c) Terrain and weather: observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach (OCOKA), vegetation, soil type, hydrology, climatic conditions, visibility.
 - d) Troops: The TF commander analyzes the TF's and Co/Tms' combat power in terms of capability relative to mission.
 - (1) Capabilities, strengths, and weaknesses of subordinate commanders and units.
 - (2) Weapon systems and equipment.
 - (3) Disposition.

- (4) Supplies.
 - (5) TF's capability to employ automated C2 techniques.
- e) Time: The TF commander analyzes the time available for planning, preparing, and executing the operation for both enemy and friendly force.
- f) Civilian considerations: The TF commander appraises impact of TF operations on civilians in the battle area and vice versa.
- 6) TF commander states his intent.
- 7) TF commander issues planning guidance to the staff (if the staff and/or time is available).
 - a) Maneuver.
 - b) Fire support.
 - c) Combat service support.
 - d) Automated C2 systems.
- 8) Commander or commander and staff develop COAs.
 - a) TF commander alone develops one or two COAs.
 - b) TF commander confers with his staff and subordinate commanders using digital communications.
 - c) TF commander specifies a COA and directs the staff to develop it (if the staff and/or time is available).
- 9) The S3 section creates digital maneuver overlays for war-gaming using the TF commander's guidance.
- 10) The S2 section creates digital SIT TEMPs for war-gaming, to include:
 - a) Current enemy status.
 - b) Probable enemy COAs.
 - c) Probable enemy reactions to each of the TF's COAs.
- 11) TF commander quickly analyzes (war games) the COAs using digital overlays.

- a) Options for deploying and employing TF.
 - b) Purpose of TF, end state.
 - c) Decisive points.
 - d) Sequence of maneuver, fires, decision points, and CCIR needed.
 - e) Options for integrating voice and digital communications during execution.
 - 12) When time permits, the TF commander participates in war gaming COAs through use of digital links.
 - a) War-gaming participants monitor the same graphics on their monitors.
 - b) Communications between participants are maintained using radio, wire, or digital.
 - c) The TF commander (or TF S3) directs the war game.
 - d) Decisions are maintained and saved to automatically produce the new TF operations overlay.
 - 13) TF commander compares COAs, when there is more than one.
 - 14) TF commander determines the suitability of the new plan.
 - 15) TF commander and staff consider the feasibility of the plan.
 - 16) TF commander determines the risks of the plan to the desired outcome.
 - 17) TF commander makes a decision to accept the COA, modify the COA, or develop a new COA.
4. TF commander directs and leads subordinate forces. (ARTEP 71-2-MTP, Task 71-1-3901/12, 3903/4; FM 22-9, Chap 4; FM 22-100, Chap 1; FM 22-103, Chap 1; [AN])
- a. Plans and orders are issued and coordinated.
 - 1) TF commander and staff prepare plans or orders.
 - a) The TF issues warning order.
 - (1) Text is sent digitally to digital-capable units.

- (2) Text is sent by other means to units not equipped with digital terminals.
 - (3) Operational graphics are sent digitally to scout platoon and Co/Tms to initiate reconnaissance.
- b) Staff prepares FRAGO, or TF commander develops and issues FRAGO.
 - (1) The staff prepares a FRAGO and inputs it into a terminal for transmission digitally to the TF commander for approval.
 - (2) The TF commander inputs his FRAGO into a terminal for transmission.
 - (3) The TF prepares a paper-based FRAGO for transmission by non-digital means.
- c) The staff prepares overlays and other graphic aids.
 - (1) The staff prepares digital overlays for the FRAGO.
 - (a) Operations.
 - (b) R&S.
 - (c) SIT TEMP.
 - (d) Obstacle.
 - (2) The staff prepares paper-based overlays for the FRAGO.
 - (a) Operations.
 - (b) R&S.
 - (c) SIT TEMP.
 - (d) Obstacle.
- d) TF commander approves FRAGO prepared by the staff, which includes:
 - (1) Situation.

- (2) Mission.
 - (3) Execution.
 - (4) Service support.
 - (5) Command and signal.
- 2) TF commander issues orders.
 - a) The FRAGO contains changes, or indication of no change, to the OPORD to include:
 - (1) Situation.
 - (2) Mission.
 - (3) Concept of the operation.
 - (4) Service Support.
 - (5) Command and Signal.
 - b) The TF commander or TF S3 digitally and by other means transmits FRAGO and overlays to TF units.
 - c) TF commander directs implementation of the order.
 - (1) The TF commander directs TF to commence movement and preparation to execute the FRAGO.
 - (2) The TF commander issues instructions to his subordinate leaders, specifying reconnaissance objectives.
 - d) The TF conducts reconnaissance (as time permits) to confirm and refute information.
 - (1) TF units report enemy locations and activity.
 - (2) TF units report information about other reconnaissance objectives.
 - e) TF commander refines the plan (as time permits).
 - (1) War games changes found during reconnaissance which changed the facts and assumptions of the COA.

- (2) Determines changes to the task organization of the TF.
 - (3) Develops branches and sequels to COA.
 - (4) Completes surveillance, fire support, CSS, communications, and control measures for operations.
 - (5) Reviews his DST.
 - (6) Reviews his guidance for the use of digital communications and triggers to switch from digital to verbal communications.
 - (7) Corrects problems found during rehearsals.
- 3) The TF rehearses the plan as time permits, using one of the following types of rehearsals:
 - a) Backbrief.
 - b) Radio.
 - c) Map.
 - d) Sketch map.
 - e) Terrain model.
 - f) Key leader.
 - g) Virtual dress rehearsal using digital links and capabilities.
 - h) Full.
- 4) As time permits, Co/Tms conduct rehearsals, and at minimum conduct a briefback of their missions and plans to identify problems.
- 5) The TF staff coordinates internally and externally to integrate the plan, updating the:
 - a) R&S plan.
 - b) Fire support plan and execution matrix.
 - c) CSS plan.
 - d) Communications plan.

- (1) Digital communications.
 - (2) Conventional communications.
 - e) Control measures for the operation.
 - f) DST.
 - 6) Staff members supervise subordinate elements' execution of tasks within the purview of their responsibilities and authority as established by the TF commander.
 - a) TSOP.
 - b) Designated by TF commander for the mission.
 - 7) TF commander and staff observe/track movement and preparation of TF elements.
- b. The TF commander provides leadership.
- 1) The TF commander provides command presence by positioning himself where he can best lead, observe the enemy and friendly situation, and command and control the battle.
 - a) The TF commander is positioned where he can physically observe and influence the TF's critical actions.
 - b) The TF commander retains the freedom to move.
 - c) The TF commander does not become engaged in individual direct combat.
 - d) The TF commander takes measures to enhance his survivability from enemy fires. Such as:
 - (1) Doesn't expose himself unnecessarily.
 - (2) Uses available cover and concealment.
 - e) The TF commander avoids focusing on one point of the battle to the exclusion of the rest of the TF.
 - f) The TF commander avoids focusing on digital displays to the exclusion of personal-direct observation.

- g) The TF commander ensures the TF XO, TF S3, TF CSM, or another subordinate is positioned to observe, control, and report on critical events where he cannot be present.
- h) The TF commander maintains radio and digital communications with:
 - (1) The brigade commander.
 - (2) His subordinate commanders.
 - (3) His CPs.
- 2) The TF commander keeps soldiers informed of the situation and makes personal contact with soldiers.
- 3) The TF commander directs the TF CSM to represent the TF commander in places where he cannot be.
- 4) The TF commander exercises leadership to maintain unit cohesion and discipline.
 - a) Reassures subordinates by a calm manner.
 - b) Acts decisively.
 - c) Gives precise, simple orders.
 - d) Checks that orders are executed.
 - e) Verifies subordinate commanders and supporting elements cross-talk on TF command net or O&I net, to:
 - (1) Coordinate efforts.
 - (2) Provide mutual support.
 - (3) Integrate efforts.
 - (4) Prevent fratricide.
 - (5) Keep updated on the situation.
 - f) Observes subordinates for indications of shortfalls in performance and manner of performance.

- g) Monitors subordinates and self for leadership degradation due to physical and mental stress of battle.
 - (1) TF commander monitors his own physical and mental state and gets rest.
 - (2) TF XO monitors the TF commander's physical and mental states and recommends rest periods.
 - (3) TF commander ensures that subordinate commanders are rested and prepared for battle.
- h) Recognizes achievement and effort.
- i) TF CSM assists in maintaining unit discipline and morale.
- 5) The TF commander influences the battle:
 - a) Changes missions.
 - b) Shifts fires.
 - c) Repositions and maintains control of subordinates.
 - d) Commits the reserve.
 - e) Changes priorities.
 - f) Requests additional resources/assets from brigade.
- c. The TF commander directs tactical execution of the battle.
 - 1) The TF commander synchronizes tactical operations.
 - a) Maintains communications with all elements (both digital and FM).
 - b) Uses decision support aids.
 - c) Tracks movement of maneuver forces until enemy contact is made using digital displays and reports.
 - d) Once contact is established, orders shift from digital communications to FM communications.
 - e) Focuses combat power at decisive points.

- f) Orders maneuver using the DST and synchronization matrix to aid timing.
 - g) Orders execution of direct fires, movement and/or maneuver of subordinate elements.
 - h) Cues pre-planned tactical decisions to shift fires and/or forces.
 - i) Orders execution of fire support using the FSEM, DST, and synchronization matrix to aid in timing and target selection.
 - j) Orders resupply according to synchronization matrix as an aid in timing of orders to CTCP and FTCP.
 - k) Decides on need for a change from last order promulgated.
- 2) The TF commander issues timely orders that are responsive to the developing tactical situation.
- 3) The TF commander controls maneuver.
- a) Directs TF maneuver against the enemy:
 - (1) Shifts combat power in time to defeat the enemy.
 - (2) Synchronizes obstacles, forces, and fires to engage the enemy throughout his depth.
 - (3) Maintains initiative.
 - b) Ensures continuous mutual support among units.
 - c) Controls critical aspects of defense; gaps and lanes of friendly obstacles are closed in accordance with prearranged signals and/or events.
 - d) Shifts his location to maintain direct influence at critical decision points.
- 4) The TF commander controls indirect fires.
- a) Orders massing and shifting of fires which support the TF's maneuver.
 - b) Approves CAS attacks and receives a briefing from the TACP on target type, target location, time of attack, and munitions.

- c) Orders FASCAM execution.
 - d. The TF XO assists the TF commander to synchronize the battle by:
 - 1) Monitoring and directing the execution of those tasks and functions directed by the TF commander.
 - 2) Coordinating and integrating the actions of the TF staff.
 - 3) Providing information and recommendations to the TF commander.
 - 4) Providing information to and receiving information from:
 - a) Higher HQ.
 - b) Adjacent HQ.
 - c) Supporting HQ.
 - e. The TF staff assists the TF commander to synchronize the battle by actions relevant to each staff member's areas of proponency. Actions include:
 - 1) Monitoring execution of tasks and functions.
 - 2) Providing guidance relevant to execution of tasks and functions to TF elements and those supporting the TF.
 - 3) Providing direction relevant to execution of tasks and functions to TF elements and those supporting the TF.
 - 4) Providing information and recommendations to the TF commander.
 - 5) Providing information to and receiving information from:
 - a) Higher HQ.
 - b) Adjacent HQ.
 - c) Supporting HQ.
- 5. Task force command posts manage and maintain command, control, and communications; locate where they can control the battle; and reestablish command, control, and communications functions after the loss of command post or commander. (ARTEP 71-2-MTP, Task 71-1-3904/1, 3035, 3036, 3913/11; FM 71-123, Chap 1)
 - a. TF CPs manage means of communicating information.

- 1) TF monitors and supervises OPSEC measures within the TF.
 - a) Physical.
 - b) Signal.
 - c) Information security.
 - d) Computer security.
- 2) S2 and S2 section.
 - a) Use is made of established means and procedures to report and communicate intelligence information (e.g., relays, frequencies, schedules, or satellite).
 - b) The S2 selects the means that best accomplishes the dissemination of intelligence, e.g.:
 - (1) Radio.
 - (2) Telephone/multichannel.
 - (3) Data link.
 - (4) Courier-liaison.
 - (5) Briefings.
 - (6) Charts/graphs.
 - (7) Face-to-face.
 - c) Redundant communications means and relays are used to ensure timely intelligence reporting and dissemination.
- 3) TF S3 and S3 section (includes S3 Air, CMLO).
 - a) The unit TSOP or OPORD establishes procedures, prescribes radio nets, and sets standards for use of dissemination means. These procedures include:
 - (1) How to prioritize intelligence information for dissemination.
 - (2) Priority means of disseminating high priority intelligence and information.

- (3) Procedures for using TF command net to disseminate intelligence and information.
 - (4) Use of the O&I net to transmit intelligence reports and disseminate intelligence.
 - b) Communications systems for dissemination of combat intelligence and information during execution must provide access to:
 - (1) Tactical CP (TAC).
 - (2) Main CP.
 - (3) CTCP.
 - (4) FTCP.
 - (5) Co/Tms.
 - (6) TF Scouts and elements of the reconnaissance and surveillance team.
 - (7) UMCP.
 - (8) TF mortar platoon.
 - (9) TACP/forward air controller (FAC).
 - (10) Medical platoon.
 - (11) Support platoon.
 - (12) Maintenance platoon.
 - (13) Direct support artillery battalion.
 - (14) Engineer company.
 - (15) Other units attached or OPCON to the TF.
 - c) The TF maintains communication with lateral units.
- 4) TF FSO and FSE.
- a) TF FSO/FSE maintains voice and digital communications with:

- (1) Supported units.
 - (2) Subordinate FSO/FISTs.
 - (3) Brigade FSE.
 - (4) Supporting FA units.
- b) TF FSE displaces with the TF main CP and maintains communications in order to process and control artillery fires.
 - (1) Co/Tm FSOs.
 - (2) DS artillery battalion FDC.
 - (3) Brigade FSE.
 - (4) DS artillery battalion CP.
 - (5) Combat observation lasing teams (COLTs).
- c) TF FSO maintains communications with the FSE to coordinate fire support whenever TF FSO operates forward with TF command group/TAC.
- d) TF FSO positions to:
 - (1) Maintain communication.
 - (2) Observe the battlefield.
 - (3) Process fire missions and CAS missions.
 - (4) Clear fires.
 - (5) Control fire support.
 - (6) Survive the battle.
- 5) TF ALO and TACP.
 - a) TACP establishes and maintains communications with:
 - (1) FAC.
 - (2) CAS aircraft.

- (3) TF FSO.
 - (4) TF ADO.
 - (5) TF command group.
 - (6) Units in vicinity of the CAS target.
- b) Execution of CAS is coordinated.
- (1) TACP confirms communications with FAC or incoming CAS.
 - (a) Establishes communications with fighters.
 - (b) Conducts authentication.
 - (c) Activates Chattermark plan (a plan to switch to predetermined alternate frequency if jamming occurs, plan activated by transmission of code word "Chattermark").
 - (2) Continuous communications are maintained between:
 - (a) CAS aircraft and FAC.
 - (b) FAC and TACP.
 - (c) TACP and command group, FSO, ADO, and units in vicinity of CAS target.
 - (d) FAC/TACP and unit commanders in vicinity of target or their FSO/FIST.
 - (3) ALO or TACP confirms target friendly unit location(s) and marking(s), and, if appropriate, target designation (e.g., artillery delivered smoke; lasing by a COLT).
 - (4) ALO positions to:
 - (a) Maintain communication.
 - (b) Observe the battlefield.
 - (c) Control fire support.
 - (d) Process fire support and CAS missions.

- (e) Survive the battle.
- 6) Army aviation elements maintain communication with the following TF elements:
 - a) Command group.
 - b) ALO or TACP.
 - c) FAC (if joint air attack team [JAAT] mission is being executed).
- 7) "Information manager" controls the flow of information.
 - a) Information manager ensures a specific individual (e.g., "battle captain") is designated for each shift to pass essential information between shifts to maintain the continuity of operations.
 - b) Information manager outlines and monitors the performance and responsibilities of the staff in processing information to support the operation and the commander's requirements.
 - c) Information manager ensures contact is maintained with elements and/or devices that report CCIR and/or other battlefield information.
 - (1) Other CPs.
 - (2) Scout platoon.
 - (3) TF and other security elements in sector or on avenues of approach that concern the TF.
 - (4) Army Aviation elements.
 - (5) FAC and CAS aircraft.
 - (6) Co/Tms.
 - (7) FIST, FO, and COLT (on the FSO net).
 - (8) Units controlling UAV, ground surveillance radar (GSR), etc.
 - (9) Brigade staff.
 - (10) TF staff.

- (11) Adjacent and forward units.
 - (12) TF liaison officers.
 - (13) TF "slice" elements reporting information received from their higher headquarters (e.g., artillery, engineer, ADA).
- d) Information manager verifies that the Army tactical command and control system (ATCCS) is maintained within the TF.
 - (1) MCS.
 - (2) CSSCS, when available.
 - (3) AFATDS.
 - (4) FAADC3I system.
 - (5) ASAS.
 - (6) Digital contact among TF CPs.
 - (7) Digital contact with higher and adjacent units.
- e) Information manager verifies contact is maintained with elements that are not equipped with digital communications devices.
 - (1) Passes critical information from the TF CPs to elements with conventional communications only.
 - (2) Ensures delivery of orders, FRAGOs, intelligence, and overlays to elements with conventional communications only.
- 8) TF CPs maintain communications.
 - a) Command group maintains communications on:
 - (1) TF command net.
 - (2) Brigade command net.
 - (3) O&I net.
 - (4) MCS.

- (5) AFATDS.
- b) Main CP maintains communications on:
 - (1) TF command net (net control station [NCS]).
 - (2) Brigade command net.
 - (3) TF O&I net (NCS).
 - (4) TF administrative/logistics (A/L) net.
 - (5) Brigade O&I net.
 - (6) Surveillance net (scout platoon frequency).
 - (7) MCS.
 - (8) CSSCS, when available.
 - (9) AFATDS.
 - (10) FAADC3I.
 - (11) ASAS.
- c) CTCP and FTCP maintain communications on:
 - (1) TF command net.
 - (2) TF A/L net (NCS).
 - (3) Brigade A/L net.
 - (4) MCS.
 - (5) CSSCS, when available.
 - (6) The CTCP must have the capability of expanding its communications functions when it becomes the main CP in an emergency.
 - (7) CTCP is positioned to maintain the same communications as the main CP.
 - (8) CTCP is prepared to function as the main CP.

- 9) TF mitigates the effects of MIJI.
 - a) Uses wire communications.
 - b) Works through interference.
 - c) Increases power.
 - d) TF shifts to alternate frequency at a designated time, event, or on order.
 - e) TF continues the mission without communications, until they are restored.
 - f) MIJI report is sent to TF main CP by wire or messenger; report is forwarded to brigade S2.
 - g) The TF shifts to digital communications using the EPLRS and to mobile subscriber equipment using the MSRT.
- b. The TF continues operations after loss of automated C2 systems (enemy action or system crash).
 - 1) The TF commander orders TF communications to the voice nets.
 - 2) TF continues its mission.
 - a) The TF staff revert to voice and paper-based operations.
 - (1) Battle tracking.
 - (2) Record keeping.
 - (3) TF status.
 - b) TF special staff and liaison officers revert to voice communications or continue to use their own digital networks.
 - (1) FSO: AFATDS.
 - (2) ADO: FAADC3I.
 - c) Co/Tms send the TF commander or main CP status and position reports.
 - 3) The TF information manager and signal officer restore digital networks.

- a) The TF information manager and signal officer identify cause for the loss of the digital network.
 - b) The TF information manager and signal officer correct faults and restore digital communications in the TF.
 - c) The TF information manager and signal officer correct faults and restore digital communications with adjacent and higher units.
- 4) The TF digital network is attacked by a computer virus.
 - a) The TF ceases digital transmissions to other headquarters to eliminate further transference of the virus.
 - b) The TF immediately notifies the brigade commander and main CP of the virus using verbal means.
 - c) The TF commences operations as though the digital system has crashed.
- c. CPs move to maintain survivability and communications.
 - 1) CP officer-in-charge (OIC) establishes the CP into two echelons that consist of vehicles with adequate communications equipment and personnel to provide a continuous capability.
 - 2) First echelon moves to new CP site.
 - a) First echelon uses a covered and concealed route.
 - b) First echelon arrives at new site and establishes communications with all TF elements and higher headquarters.
 - 3) CP at new site commences operations.
 - a) Communications are established.
 - (1) CNR.
 - (2) Wire.
 - (3) Digital.
 - (4) MSRT.
 - (5) TACSAT.

- b) Maps and overlays are updated.
 - (1) Updated digital graphics are obtained from CPs maintaining communications during the move.
 - (2) Paper-based graphics are updated using staff journals and digital messages and overlays.
 - c) Operations log is updated with significant events.
 - d) Sections and personnel in the CP are updated on critical events that occurred while the CP was moving.
 - e) CP identifies itself as operational and reassumes its command and control functions.
 - 4) Once new CP is established, the second echelon breaks down its equipment and moves to the new CP site.
- d. Command and control of the TF is maintained during the displacement of a CP.
 - 1) Command group moves, main CP assumes command group functions.
 - 2) Main CP moves, jump main CP is formed to accomplish main CP functions.
 - 3) CTCP moves, main CP assumes CTCP functions.
- e. Command post command and communications functions are reestablished after loss of CP due to enemy action or other calamity.
- f. Subordinate commanders and brigade headquarters are informed of loss and reestablishment of a TF CP.
 - 1) Frequencies.
 - 2) Digital addresses.
 - 3) Location.
 - 4) Identity of TF commander (if command group is lost) or OIC of CP (if CP is lost).
- g. When TF command group is lost to enemy action or is otherwise not available, main CP assumes command group functions:
 - 1) Synchronizes the TF's combat assets in support of the close battle.

- 2) Controls close operations.
- 3) Reconstitutes TF command group.
 - a) Obtain replacement of essential equipment (e.g., uses what TF has on hand, and/or requests replacements from brigade on a high priority basis).
 - b) Obtain replacements for key personnel losses to the staff, (e.g., TF S3, TF FSO, and TACP).
 - (1) Key person functions are continued without a break in the TF operating tempo (e.g., a Co/Tm FIST or the TF mortar platoon leader could assume the role of the TF FSO).
 - (2) As time permits, permanent replacements for key personnel are obtained (e.g., a replacement FSO from Division Artillery).
- h. Succession of command.
 - 1) When the TF commander is not available, command is assumed by a subordinate:
 - a) Who is in position to immediately direct the battle.
 - b) Who has been designated in advance by current order or TSOP.
 - 2) TF XO repositions as soon as possible to take command.
- i. When main CP is out of action, surviving staff members move to alternate main CP (either the CTCP or TF mortar platoon's FDC) and resume main CP functions:
 - 1) Synchronize close operations by integrating CS, CSS, and the maneuver plan.
 - 2) Plan future operations.
 - 3) Serve as alternate command group.
 - 4) Keep higher headquarters and adjacent units informed of the situation.
- j. When CTCP is lost, main CP assumes CTCP functions:
 - 1) Plan and coordinate sustainment for tactical operations.

- 2) Control rear operations.
6. TF consolidates and reorganizes. (ARTEP 71-2-MTP, Task 71-1-3022, 3023; FM 71-2, Chap 3)
- a. TF consolidates.
 - 1) TF elements eliminate enemy resistance and clear the objective by destroying, capturing, or forcing the withdrawal of all enemy vehicles and personnel.
 - 2) Digital communications become the primary means of command and control for the TF.
 - 3) TF prepares to defend against an attack or counterattack.
 - a) Co/Tms occupy hasty fighting positions (not the old enemy positions) and prepare for a counterattack, or Co/Tms occupy battle positions (BPs) and continue to defend.
 - b) Hasty obstacles are established.
 - c) Obstacles are repaired and/or reinforced.
 - d) Gaps are closed.
 - e) Weapons/units are moved to cover avenues of approach (e.g., anti-tank weapons to high speed avenues and infantry to dismounted avenues).
 - f) Engagement areas are prepared.
 - g) The TF S3 obtains and aggregates Co/Tm digital sector sketches to develop a TF sector sketch.
 - 4) TF establishes security.
 - a) Avenues of approach into the TF sector are covered.
 - b) Critical TF positions and activities are identified.
 - c) Co/Tm observation posts and patrols are established to counter enemy reconnaissance and to obtain information.
 - 5) TF maintains enemy contact and conducts reconnaissance as part of planning and preparing for future operations.

- a) TF scouts maintain enemy contact.
 - b) TF scouts and Co/Tms begin reconnaissance for continuing the mission.
- 6) TF plans fires.
 - a) TF FSO selects TRP, Co/Tms verify them and designate sectors of fire.
 - b) TF commander designates DPs and TAIs.
 - c) Indirect fires are planned and posted on the TF network.
 - d) The TF S3 identifies dead space in the TF digital sector sketch.
 - e) The TF FSO plans fires (mortar and artillery) to cover dead spaces identified by the TF S3.
 - f) The TF S3 sends automated fire plans to the Co/Tms, scout platoon, and mortar platoon.
 - g) Observers are positioned.
- 7) TF issues appropriate orders to TF elements during preparations to continue the mission. Orders include:
 - a) Current mission.
 - b) Future mission.
- b. TF reorganizes.
 - 1) The CTCP provides locations for resupply and for evacuation of personnel and equipment to the TF.
 - a) The CTCP prepares logistical control measures.
 - b) The CTCP distributes logistical control measures to the main CP and Co/Tms using automated systems.
 - 2) FRAGOs are issued, implementing TF consolidation and reorganization plan.
 - 3) TF commander assesses status and capability of TF and makes changes to TF priorities.

- a) Personnel replacement.
 - b) Intelligence collection effort.
 - c) Maneuver plan.
 - d) Counter-reconnaissance.
 - e) Fire support.
 - f) Engineer support.
 - g) Supply.
 - h) Medical support.
 - i) Maintenance support.
- 4) TF commander directs action to reorganize.
- a) Consolidation of subordinate elements to achieve needed level of combat power.
 - b) Transfer of personnel to fill key leader positions.
 - c) Change to priorities.
- 5) All TF elements report personnel and equipment status using automated reports.
- 6) The TF commander and TF S3 review digital situation reports to determine whether the TF is logistically capable of continuing operations without resupply.
- 7) The TF S3 aggregates the TF situation reports and reports from the CTCF and sends an automated situation report to the brigade main CP.
- a) Location.
 - b) Status.
- 8) Main CP coordinates and monitors actions to:
- a) Replace key leaders and critical personnel; reestablish the chain-of-command.

- b) Treat and evacuate all casualties.
- c) Recover/repair/evacuate all inoperative equipment.
- d) Resupply and cross-level CL III and V to minimum basic loads to all combat vehicles.
 - (1) Co/Tms also cross-level CL III and V to minimum basic loads to all combat vehicles.
 - (2) Basic loads of CL III, V, and IX are replenished through logistical packages (LOGPACs).
- e) Evacuate all enemy prisoners of war (EPW), captured documents, and equipment.
- f) Redistribute personnel and equipment as needed.
- g) Account for all personnel.
- h) Process replacements.
- i) Reconfigure task organization for next mission.
 - (1) Return attachments to parent units.
 - (2) Receive TF units detached from other TFs.
 - (3) Reconfigure Co/Tms.

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Army Training and Evaluation Program Mission Training Plan (ARTEP-MTP)

ARTEP 71-2 MTP	Mission Training Plan for the Tank and Mechanized Infantry Battalion Task Force, October 1988
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Appendix A
Review of Task List by Brigade S3

**DEPARTMENT OF THE ARMY
HEADQUARTERS 2ND BLACKJACK BRIGADE
1ST CAVALRY DIVISION
FORT HOOD, TEXAS 76545-5105**

AFVA-SB-S3

13 May 1997

MEMORANDUM FOR MR BART MCILROY

SUBJECT: Review of Amended Task List for Battlefield Function 20, Direct and Lead Units During Execution of Battle.

1. General. Believe that this is an excellent list of those functions that a TF Commander and Staff must complete or consider during the execution of combat operations. The Critical Combat Functions of each of the BOS are consistent with my experiences as a battalion S3, XO, and brigade S3 and the lessons being coached at the NTC.
2. Thoughts on Digitalization. Believe that you have captured most of the opportunities to incorporate digitalization into the task list. My reservations center around our becoming fixated on monitors, inputting data, and "answering the mail" vs. fighting units. I assume that you are looking at 2nd and 3rd generations of systems which enable commanders and staffs to do both. My limited experiences with EPLRS, IVIS, CSSCS, and MCS (P) indicate that it can improve two critical areas – Situational awareness (See Yourself, See the Enemy, See the Terrain) and information flow.
 - a. See Yourself. Automated inputs for unit locations as currently provided by IVIS and EPLRS allow the commander and staff to see themselves in terms of location on the battlefield. Automated inputs for supply, maintenance, and medical status would further enhance our ability to see ourselves. The key is automatic and transparency to the crew.
 - b. See the Enemy. IVIS also provides limited capability for the TF to see the enemy as it develops enemy locations based upon fire control and tank commander inputs. The optimum solution would be a system of video links between tank crews so that commanders, at varying levels, could see what their subordinates are seeing on the battlefield.
 - c. See the Terrain. While not mentioned in the task list, digitized terrain databases would enable the commander and staff to view the terrain from different perspectives. In addition would like to see a system that would enable the commander and staff to quickly determine MCOO type information. Video links would also assist the commander to see the terrain.
 - d. Information Flow. Clearly the list captures the abilities to incorporate digitalization to assist in the flow of information. I was pleased to see CCFs addressed maintenance and repair of these systems.

3. Review of List by Event.

- a. TF Command Posts Acquire, Evaluate, and Communicate.
 - Pg 8, para 4), f) – recommend add monitor status of Radar Zones.
 - Pg 9, para 4), p) – recommend add monitors status of CAS and ACAs in effect.
 - Pg 10, para 5), b) – recommend add monitors current ACA in effect.
 - Pg 11, para 7), - recommend add monitor status of engineering equipment, e.g., use of MICLICs.
 - Pg 13, para m) – recommend add monitors location and status of TF and BCT aide station locations and AXP locations.
 - Pg 22, para 4), a) – change TACFIRE to AFATDS.
 - Pg 27, para 7), - change CYCP to CTCP.
 - Pg 31, para f) – Not sure I understand the reason for “just” prior to contact. Believe that the sooner we provide commanders updated SITEmps the better.
 - Pg 40, para 6), c) – requests intel requirements from S2.
 - Pg 48, para (9), (a) – recommend add ACAs.
- b. Assess Situation, the TF Commander Visualizes the Battlefield. No recommendations – excellent layout.
- c. TF Commander Directs Changes to the Operations of Plan. Again, excellent event list. Impressed with concept of remote wargaming option using digital links.
 - Pg 63, para d. – As we discussed, not sure about the QDMP vs. ADMP.
 - Pg 65, para 4), b) – recommend add the task and purpose of the enemy.
- d. TF Commander Directs and Leads Subordinate Forces.
 - Pg 70, para 3) – Great concept for “Virtual Dress.”
 - Pg 71, para b., f) – Excellent point of guarding against focusing on digital vs. direct observation.
 - Pg 72, para 4) – Excellent layout of leadership requirements.
- e. Task Force Command Post Manage and Maintain C3.....
 - Pg 84, para b. – Good description of requirements to continue operations using analog means and to work to restore digital communications.
 - Pgs 85-87, para c-g. – Good description of TOC requirements during jumps displacement, assumption of C2, and succession of command.
- f. Consolidation and Reorganization. Impressed with the use of digital systems to develop company and TF sector sketches and fire plans.

MICHAEL D. FORMICA
MAJ, AR Brigade S3

Appendix B

Response to Review of Task List by Brigade S3

Memorandum

Subject: Response to Major Formica's recommendations

1. Major M. D. Formica, S3, 2nd Brigade, 1st Cavalry Division performed a review of the task list for Battlefield Function (BF) 20 - 'Direct and Lead Units During Execution' as performed by a heavy battalion task force (Bn TF) equipped with digital systems. Major Formica's review occurred during the period 22 April to 13 May 1997.
2. Written comments were provided by memorandum on 13 May 1997, Subject: Review of Amended Task List for Battlefield Function 20 - Direct and Lead Units During Execution of Battle. Major Formica's review comments are attached. Action taken to integrate the review comments into the task list are indicated below.
 - a. Paragraph 1: No recommendations provided; no action taken.
 - b. Paragraph 2: 2nd and 3rd generation systems were not investigated; such investigation was beyond the scope of this work effort. Analysis was performed on existing systems from which to extrapolate the capabilities future systems would need in order to be successfully utilized for command and control at the Bn TF level during mission execution. Concur with Major Formica that the next generation of systems needs to have automated reporting of supply, maintenance and medical status that is transparent to the vehicle/system crew. Such a capability will reduce crew requirements associated with inputting data and answering requests for information.
 - c. Paragraph 2.a: No recommendations provided; no action taken.
 - d. Paragraph 2.b: No recommendations provided; no action taken.
 - e. Paragraph 2.c: New task, task number 1.b.1)a)(6), was added to the task list. This task describes actions to access digital terrain data base to update terrain analysis.
 - f. Paragraph 3.a: Comments and actions taken are:
 - Pg 8, para 4)f)—recommend add monitor status of Radar Zones. New task was added, task number 1.b.5)f).
 - Pg 9, para 4)p)—recommend add monitor status of CAS and ACAs in effect. Modified task 1.b.5)n) to include CAS and ACAs.
 - Pg 10, para 5)b)—recommend add monitors current ACA in effect. New task was added, task number 1.b.6)b).
 - Pg 11, para 7)—recommend add monitors status of engineering equipment, e.g., use of MICLICs. New task was added, task number 1.b.8)a).
 - Pg 13, para m)—recommend add monitors location and status of TF and BCT aid station locations and AXP locations. New task was added, task number 1.b.10)n).
 - Pg 22, para 4)a)—change TACFIRE to AFATDS. Task 1.c.4)a) changed as recommended.
 - Pg 27, para 7)—change CYCP to CTCP. Task 1.c.7) changed as recommended.

- Pg 31, para f)—not sure I understand the reason for “just” prior to contact. Modified task 1.d.2)f) to include the dissemination of the updated SITTEMP as soon as possible after significant changes are made.
 - Pg 40, para 6)c)—requests intel requirements from S2. New task was added, task number 1.d.6)a).
 - Pg 48, para (9)(a)—recommend add ACAs. Modified task 1.e.3)c)(9)(a) to reflect use of ACAs to coordinate and synchronize fires with CAS.
- g. Paragraph 3.b: No recommendations provided; no action taken.
- h. Paragraph 3.c: Comments and actions taken are:
- Pg 63, para d.—as we discussed, not sure about the QDMP vs ADMP. Tasks 3.b. and 3.c. were eliminated. Task 3.d. was modified to reflect the TF commander’s use of military decision making process (MDMP) in a time constrained environment; renumbered as task 3.b.
 - Pg 65, para 4)b)—recommend add the task and purpose of the enemy. Modified task 3.b.5)b) to reflect addition of enemy task and purpose.
- i. Paragraph 3.d: No recommendations provided; no action taken.
- j. Paragraph 3.e: No recommendations provided; no action taken.
- k. Paragraph 3.f: No recommendations provided; no action taken.
3. As described in paragraph 2 above, comments and recommendations provided by Major Formica have been assessed and integrated into the task list.

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Battlefield Functions Analyst

Appendix C
Acronyms and Abbreviations

1SG	first sergeant
A2C2	Army airspace command and control
ACA	airspace coordination area
AD	air defense
ADALO	air defense artillery liaison officer
ADO	air defense officer
AFATDS	automated field artillery tactical data system
A/L	administrative/logistics
ALO	air liaison officer
AM	amplitude modulated
AN	author's note
AO	area of operations
ARTEP	Army Training and Evaluation Program
ASAS	All Source Analysis System
ATA	amended task analysis
ATCCS	Army tactical command and control system
ATP	ammunition transfer points
AWE	Advanced Warfighting Experiment
AXP	ambulance exchange point
BCT	brigade combat team
BDA	battle damage assessment
BDE/Bde	brigade
BF	battlefield function
BFA	battlefield function analysis
BMO	battalion maintenance officer
Bn	battalion
BOS	battlefield operating system
BP	battle position
BSA	brigade support area
C2	command and control
C2SRS	command and control strength reporting system
C3I	command, control, communications, and intelligence
CAS	close air support
CCF	critical combat function
CCIR	commander's critical intelligence/information requirements
CDR	commander
CL	class
CL III	petroleum, oils, lubricants
CL IV	construction and barrier material
CL V	ammunition
CL IX	repair parts and components
CMLO	chemical officer
CNR	combat net radio

Co	company
COA	course of action
COLT	combat observation lasing team
CP	command post
CS	combat support
CSM	command sergeant major
CSS	combat service support
CSSCS	combat service support control system
CTCP	combat trains command post
DIVARTY	division artillery
DNVT	digital non-secure voice telephone
DP	decision point
DS	direct support
DST	decision support template
EEFI	essential elements of friendly information
Engr	engineer
EPLRS	enhanced position locator reporting system
EPW	enemy prisoner of war
EW	electronic warfare
FA	field artillery
FA	function analysis
FAADC3I	forward air defense command, control, communications, and intelligence
FAC	forward air controller
FASCAM	family of scatterable mines
FDC	fire direction center
FFIR	friendly force information requirements
FIST	fire support team
FM	Field Manual
FO	forward observer
FORSCOM	Forces Command
FRAGO	fragmentary order
FS	fire support
FSB	forward support battalion
FSCoord	fire support coordinator
FSE	fire support element
FSEM	fire support execution matrix
FSO	fire support officer
FTCP	field trains command post
GS	general support
GSR	ground surveillance radar
HHC	headquarters and headquarters company
HPT	high payoff target

HPTL	high payoff target list
HQ	headquarters
HVT	high-value target
IAW	in accordance with
INTSUM	intelligence summaries
IP	initial point
IPB	intelligence preparation of the battlefield
IR	information requirements
ITTBBST	Innovative Tools and Techniques for Brigade and Below Staff Training
IVIS	intervehicular information system
JAAT	joint air attack team
LD	line of departure
LNO	liaison officer
LOGPAC	logistical package
LOGSTAT	logistics status
M/CM/S	mobility/countermobility/survivability
MCOO	modified combined obstacle overlay
MCS	maneuver control system
MDMP	military decision-making process
MEDEVAC	medical evacuation
METT-T	mission, enemy, terrain, troops, and time
METT-TC	mission, enemy, terrain, troops, time, and civilians
MOS	military occupational specialty
MICLIC	mine clearing line charges
MIJI	meaconing, intrusion, jamming, and interference
MSRT	mobile subscriber radio telephone
MTP	Mission Training Plan
NAI	named area of interest
NBC	nuclear, biological, and chemical
NCS	net control station
O&I	operations and intelligence
OB	order of battle
OCOKA	observation and fields of fire, cover and concealment, obstacles, key terrain, avenues of approach
OIC	officer-in-charge
OP	observation post
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security

PAC	personnel and administration center
PERSTAT	personnel status
PIR	priority intelligence requirements
R&S	reconnaissance and surveillance
S1	adjutant/personnel officer, brigade and battalion staff
S2	intelligence officer, brigade and battalion staff
S3	operations and training officer, brigade and battalion staff
S4	supply/logistics officer, brigade and battalion staff
SALUTE	size, activity, location, unit, time, and equipment
SEAD	suppression of enemy air defenses
SIGSEC	signals security
SIT TEMP	situation template
SITMAP	situation map
SOP	standing operating procedures
SPOTREP	spot report
TA	task analysis
TAC	tactical; tactical command post
TACP	tactical air control party
TACSAT	tactical satellite
TAI	targeted area of interest
TF	task force
TIRS	terrain index reference system
Tm	team
TOC	tactical operations center
TRADOC	U.S. Army Training and Doctrine Command
TRP	target reference point
TSOP	tactical standing operating procedures
UAV	unmanned aerial vehicle
UMCP	unit maintenance collection point
USAF	United States Air Force
WARNO	warning order
WCS	weapons control status
XO	executive officer